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Capacity Building of Cambodia's Local Organizations Program

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Semi-Annual Progress Report

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Cambodia CBCLO Program

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List of Acronyms

AO	Agreement Officer		
CBCLO	Capacity Building of Cambodia's Local Organizations		
CDP	Capacity Development Plan		
COP	Chief of Party		
CCSS	Cambodia Civil Society Strengthening Project		
CSO	Civil Society Organization		
CTIP	Cambodia Countering Trafficking-in-Person Project		
DIC	Department of International Cooperation		
GBSN	Global Business School Network		
GM	Grants Manager		
HO	Home Office		
ICT	Information Communication Technology		
IESC	International Executive Service Corps		
IR	Intermediate Results		
ISD™	Impact Strengthening Development		
LOP	Life of Project		
LTTA	Long-Term Technical Assistance		
MHC	Men's Health Cambodia		
M&E	Monitoring and Evaluation		
MoFA	Ministry of Foreign Affairs		
		MOU	Memorandum of Understanding
		NDI	National Democratic Institute
		NGO	Non-Governmental Organization
		OPHE	Office of Public Health and Education
		PC	Program Coordinator
		PM	Program Manager
		SME	Small and Medium Enterprise

STTA	Short-Term Technical Assistance
TA	Technical assistance
TOT	Training of Trainer
USAID	United States Agency for International Development
USG	United States Government
VC	Volunteer Coordinator
VE	Volunteer Expert
VEGA	Volunteers for Economic Growth Alliance

Executive Summary

Program Overview

The Capacity Building of Cambodia's Local Organizations (CBCLO) Program is funded by the United States Agency for International Development (USAID) through the Leader with Associate Cooperative Agreement No. EEM-A-00-04-00002-00 to the Volunteers for Economic Growth Alliance (VEGA) and is being implemented under Associate Award No. AID-442-LA-14-00001 by the International Executive Service Corps (IESC) in partnership with Kanava International, LLC. A total of \$2,332,427 is currently allocated for this activity, of which \$367,746 is cost share (as of March 2018, \$317,038 in volunteer cost-share¹ is met) is comprised of donated volunteer services and local contributions. The period of performance is February 07, 2014 through February 06, 2019.

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CBCLO supports USAID Cambodia's development objective to strengthen the institutional capacity of local organizations, with an emphasis on the management of finance, administration procurement, monitoring and evaluation (M&E), organizational management as well as organizational sustainability. The program achieves its objectives through targeted technical assistance that provides mentoring and training to ensure that organizations have the systems and capacity to carry out sustainable programming² to achieve development impacts. CBCLO activities primarily focus on USAID partners currently receiving USAID funds; however, resources permitting, the program also extends similar support to organizations interested in obtaining USAID funds.

Highlights

This is the eighth semi-annual report for the program and covers the reporting period of October 1, 2017 to March 31, 2018. Major achievements in this reporting period include the following:

- The program conducted 11 Impact Strengthening Development (ISD) organizational assessments (6 baseline assessments and 5 follow up assessments) that contributed directly to indicator 1.1- "Number of pre-award assessments and ISD conducted" bringing the total number of ISD assessments to 77 to date.
- With support from international volunteer experts the CBCLO team provided 1,087.5 hours of direct technical assistance to 41 local NGOs during this reporting period, under indicator 1.4 - "Number of assisted organizations receiving technical assistance." To date, the CBCLO team and international volunteer experts have provided a total of 3,889 hours of technical assistance to 70 Cambodian NGOs to improve their administrative, financial, procurement, M&E systems, and organizational management skills.
- Under Indicator 1.3 - "Number of assisted organizations receiving USG supported training in the areas of financial, administrative, procurement, organizational management, M&E, and performance management concepts", the CBCLO team conducted 10 training sessions, which were attended by 136 participants from 35 NGOs. The training topics included human resource management, budgeting and financial tracking system, strategic planning and new opportunity development, indirect/overhead cost allocation, ecotourism, financial management for nonfinance managers, and M&E management and advanced MS-Excel skills.
- CBCLO fielded an international volunteer expert, Cecil Benjamin, for a threemonth assignment which started on February 1, 2018. Mr. Benjamin is primarily providing financial management capacity building and support to two local organizations- Cambodian Women for Peace and Development (CWPD) and Children in Family (CIF) and further secondary support to First Step Cambodia (FSC), Chhouk Sar, Korsang, and M'Lup Russey Organization (MRO). Mr. Benjamin met with these NGOs' finance teams to better understand their organizational financial needs which included difficulty with QuickBooks reports and conceptualizing how finance is linked with other aspects of a program, such

volunteer contributions. Non-volunteer contribution is zero for this reporting period. This report will be submitted to USAID around the same time that the SF-424 for March 2018 will have been submitted.

² As per the revised CBCLO Program Description, sustainability-related assistance to local NGOs can be in the form of developing and implementing feasible strategic business plans for NGOs in order to help them become viable and carry on their activities even after donor funding ends. CBCLO will also engage volunteers to assist NGOs with program implementation methodologies that are not solely reliant on donor funding. Details of these activities are mentioned under Activity 5. Volunteers Program and the Implementation Challenges and Proposed Solutions section.

as M&E. Mr. Benjamin conducted an in-depth analysis of each NGO's financial systems, in order to provide tailored technical assistance and recommendations for improvement.

- The program continues to support youth development in Cambodia by recruiting local junior

volunteers to support program activities and CBCLO has benefitted from

more than 12,000 hours of

develop the practical administrative and

junior local volunteer assistance

managerial skills required for career development.

During this reporting period, junior local volunteer Chanvong Noy finished his assignment and went on

to pursue a full-time job in Cambodia.

Program Activities

CBCLO is progressing with activities expressed in the approved year five work plan as planned. During this reporting period, the program exceeded targets on six out of seven program indicators. Details on each activity are provided in this section.

Capacity Building of Local Organizations

Activity 1: Assessment of Local Cambodian Organizations

Over the course of this reporting period, the CBCLO team conducted six baseline assessments for the NGOs prioritized under Year 5 Work Plan and five follow-up assessments using the ISD assessment tool (See

Table1.) From this assessment, CBCLO compiled findings to develop a gap analysis report, which highlights specific management and operations areas that ought to be improved. CBCLO worked in collaboration with organizations' management teams to develop a feasible Capacity Development Plan (CDP). The plan outlined activities with implementation timelines related to training and tailored technical assistance in financial management, administration, human resources, program management, and organizational sustainability.

Risk Rating Methodology

CBCLO's organizational risk

rating methodology is

Table 1: Number of ISD assessments completed in FY18 Q1-Q2

established by the ISD First Assessment (Baseline) assessment, which Oct 10, 17 Oct 10, 17 KMR OPHE 1 measures an NGO's Oct 10, 17 Oct 10, 17 AHEAD OPHE 1

organizational capacity. Dec 5, 17 Dec 6, 17 KAPE OPHE 1 Organizations are grouped Dec 13, 17 Dec 14, 17 MHC OPHE 1 into three different Jan 18, 18 Jan 18, 18 ANKO FSE 1 categories of risk based on Follow up Assessment (End line)

the scores they receive

when ISD assessments Nov 20, 17 Nov 20, 17 LSCW DG 1 administered by CBCLO: Nov 24, 17 Nov 24, 17 CEDAC DG 1

Start Date	End Date	Organization	Non-USAID USAID/	assessments
Oct 10, 17	Oct 10, 17	KMR	OPHE 1	measures
Nov 28, 17	Nov 29, 17	KS	OPHE	1
Dec 5, 17	Dec 6, 17	KAPE OPHE 1	Organizations are grouped	Dec 13, 17 Dec 14, 17 MHC
Jan 18, 18	Jan 18, 18	ANKO FSE 1	categories of risk based on	Follow up Assessment (End line)
Nov 15, 17	Nov 15, 17	CCPCR	DG	1
		SP	DG	1
Nov 17, 17	Nov 17, 17			
Nov 20, 17	Nov 20, 17	LSCW	DG	1 administered by CBCLO: Nov
Nov 24, 17	Nov 24, 17	CEDAC	DG	1

- An organization is considered 'high risk', if it scores below 0.7 on the ISD assessment;
- An organization is considered 'medium risk', if it scores between 0.7 and 0.85 on the ISD assessment; and,
- An organization is considered 'low risk', if it scores between 0.86 and 1 on the ISD assessment.

Following the identification of any high/medium risk areas of an organization's internal processes, CBCLO staff provide training and technical assistance to the organizations to develop systems to lower their risk. The team will then conduct follow up assessments to evaluate the operationalization of the organization's new controls and

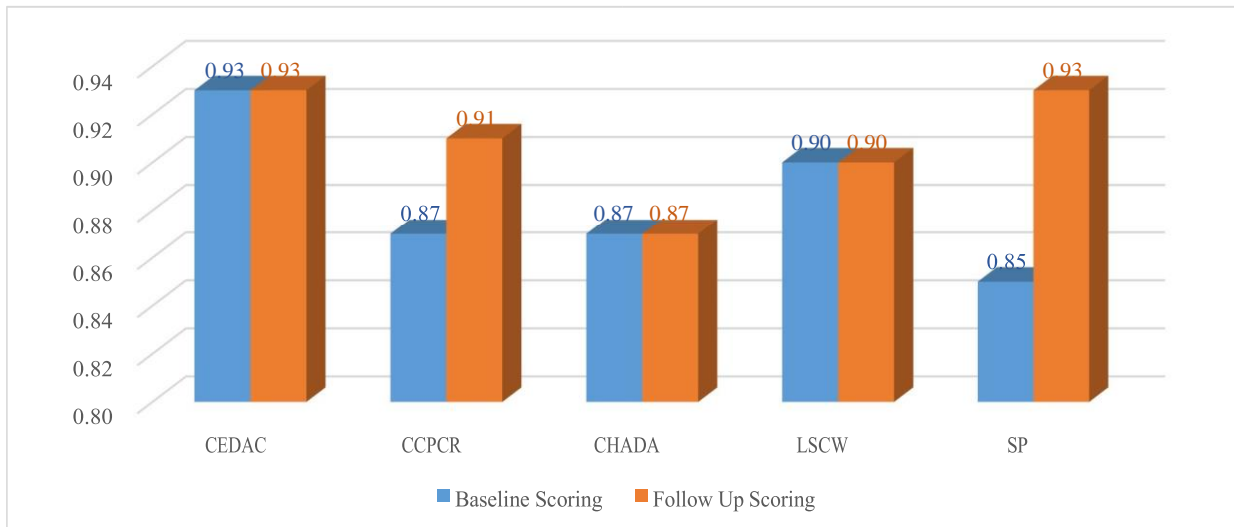


Figure 1: Percentage increase in scores of assisted organizations that move from high to medium or low risk rating

their decreased risk from implementing interventions recommended by CBCLO. This is reported under Indicator 1.2- "Percentage of assisted organizations that move from high to medium or low risk in their financial and organizational review matrix assessment." Figure 1 above presents a comparison of baseline and follow up assessments scores for five Cambodian NGOs conducted during this reporting period. One out of five NGOs – SP – moved from a medium risk to low risk. In addition, four organizations had already received a low risk rating during the baseline assessment. Three out of those four organizations (CEDAC, LSCW, and CHADA) with low risk baseline ratings did not increase their scores during follow up. The reasons provided included a lack of staff to implement recommended changes and lack of commitment from staff due to in management's efforts being redirected to new business endeavors rather than fixing organizational systems and procedures.

A summary of key findings and analysis from assessments conducted and their associated improvements are outlined in Annex 13.

Activity 2: Provide Technical assistance to Local NGO Partners

During this reporting period, with the engagement of international volunteer experts and CBCLO staff, the program provided 1,087.5 hours of direct technical assistance to 41 local Cambodian organizations

including phone and in-person meetings; review of program-specific documents, tools, and manuals; and provided recommendations for best practices in human resources, finance, administration, organizational management, and monitoring and evaluation.

The following Table 2 provides a list of organizations along with a summary of the technical assistance³ that CBCLO provided to each organization during this reporting period.

Table 2: Direct technical assistance to local organizations

Name	Technical Assistance Topics	Number of Hours
ADHOC	Established ADHOC's cost-share policy, and audit policy.	8
	Provided a methodology of calculating overhead/indirect expenses on rent, utilities, and personnel, and reviewed and provided recommendations on USAID's allowable and unallowable costs policy.	6
AFD	Reviewed and revised global chart of accounts in QuickBooks, and trained staff in transaction recording.	5
AHEAD	Provided coaching on filing system management (softcopy and hard copy), payroll, tax, and related management system, basic excel usage, and financial vouchers.	18
	Provided coaching in designing data management system including data collection tools, data analysis sheet, developing organization's M&E plan, updated performance indicator tracking table to reflect donors' requirement.	35
ANKO	Led an orientation on payroll systems and QuickBooks and provided guidance on developing chart of accounts and class lists on QuickBooks.	2
	Provided coaching on improving M&E system including data collection tools, data management system, and data analysis.	4
AS	Provided coaching on QuickBooks system and transaction recording; setting up global budgets; preparing fund reconciliation; developing new chart of accounts, class lists, customer, and record transactions; tracking report by donors and class; and, reviewing financial reports.	20
	Reviewed and provided recommendations on their budget and technical grant application for HARVEST II, as well as current project documents and beneficiary tracking sheet.	3
ATSA	Reviewed and revised existing strategic plan.	7
	Provided coaching in setting up cost-share tracking, and documentation, and setting up multiple currencies on QuickBooks.	11
	Reviewed project's progress reports and data collection tools and coached to improve data management system including data quality, design data tracking system, and analysis to generate data to fulfill donor's requirement.	3
AYLA	Reviewed and revised financial, travel, administrative, procurement, and personnel policy specifically policies related to recruitment, salary scale, benefits, appraisal, volunteers and interns, and timesheets.	6
BFH	Provided coaching on setting up chart of account and global budget.	2
	Provided guidance on System for Award Management (SAM) registration.	1

³ As stated in the approved CBCLO M&E Plan, "technical assistance" is defined as any coaching, mentoring, or problemsolving support provided by either a CBCLO staff member or CBCLO volunteer directly to a recipient organization. For ease, the term "assistance" and/or "assist" is used in the table to refer to the above-mentioned definition. In addition to this, the term 'provided' generally refers to providing templates, guidelines, documents, and feedback on manuals.

CCPCR	Reviewed and revised procurement (local and international travel, preferred vendors, non-competitive procurement, structure of procurement), financial and auditing policies and procedures.	4
	Reviewed and revised administration/personnel policies and developed whistleblower policies and procedures.	2
	Led an orientation on a sample of event and beneficiary data management system and provided guidance on how CCPCR can develop one on their own.	2
CCT	Reviewed indirect costs allocation worksheet.	5

Name	Technical Assistance Topics	Number of Hours
	Reviewed and standardized chart of accounts, class list, and customer list in QuickBooks.	8
	Reviewed and improved data management system; provided guidance on the steps involved in designing an M&E system and improving data collection and analysis; provided an overview of MS-Excel functions, sample of monitoring plan, performance indicator tracking sheet, event tracking sheet, and attendance list.	3
CEDAC	Reviewed and provided feedback on administrative and personnel policies and procedures.	27
CEPA	Reviewed and improved project log frame and monitoring tools/templates; discussed challenges faced when using existing data collection tools and issues related to project staff capacity; provided an overview on the steps involved in designing a project M&E system.	2
CIF	Reviewed and revised job description for CIF's administration/finance officer and assistant.	1
	Provided coaching on QuickBooks system (reviewed existing chart of accounts; mapping out the standard global chart of accounts and class lists; and, reviewed and corrected transaction recording, setting up global budget, year-end closing entry, fund reconciliation and opening new balance).	73.5
	Led an orientation on staff payroll system and costs allocation for each donor, staff master lists; sample employment contract based on best practice; established supporting document requirements policies; and, explained requirements for grants management reporting and documentation.	37
	Provided an overview on fraud awareness and audit preparation.	3
	Reviewed and revised asset control list with checklist for asset register (item description, serial number, class, purchase date, tag number, condition, reference vouchers and the way of asset reconciliation after physical count checks have been done.)	2
	Provided coaching on voucher classification, supporting documents, and how to write clear description; led an overview on templates and checklist of the various steps in procurement and accounting such as the use of vouchers, advance request forms, summary expenditure, purchase request forms, bidding comparison matrices, purchase order forms, cash replenishment and financial transaction recording.	16
CIPL	Provided guidance to the management team on the roles and responsibilities of board members, board chairpersons, deputy chairpersons, and treasurers.	1
	Provided coaching on QuickBooks system improvement by reviewing and correcting transaction recording, opening a new balance, logging severance pay, posting new opening balance and year-end closing entry, and fund reconciliation.	17
CIRD	Provided guidance on developing global chart of accounts in QuickBooks.	2

	Reviewed and provided recommendations on finance, travel, and asset management policies.	21
	Reviewed and provided recommendations data tracking systems to fulfill donor requirements; helped design event tracking system to easily generate data.	3
CMDP	Reviewed and revised administration and personnel policies.	23
CS	Offered guidance on payroll system; reviewed and revised staff policy; and, provided technical support on human resources management (timesheet, staff leave management tracking system) and salary scale, performance review, and salary scale policies structure.	37
	Provided guidance on QuickBooks by reviewing and standardizing chart of accounts and class lists, and organizational budgeting.	9
	Reviewed and revised by-laws.	13

Name	Technical Assistance Topics	Number of Hours
	Reviewed M&E documents and tools (i.e. M&E Plan, data collection forms, internal trackers, performance indicator tracking table); and provided comments for improvement on organizational internal tracking system (human resource management, staff training capacity, internal tracker for collecting data, staff data management tracking system.	4.5
CWPD	Established and provided guidance on using payroll system, tax, and National Social Security Fund (NSSF) spreadsheet.	2
	Provided coaching on QuickBooks system to revise and reset global chart of accounts, class lists, and transaction recording.	91
	Reviewed organizational strategic plan, M&E manual, M&E assessment report, some data collection tool (i.e. field questionnaires and report, internal indicator data system), and recommended for organizational M&E manual improvement.	3
EPDO	Provided coaching to improve QuickBooks system including chart of accounts, class and customer lists, tracking reports on profit and loss, and running detailed transactions by class, and establish global budgets and cash flow.	4.5
	Reviewed project data management system and provided recommendations to improve and establish organizational M&E system.	2
	Reviewed and provided comments on EPDO's strategic plan, and helped revising mission, goals, and objectives.	2.5
FLO	Reviewed and revised personnel policy.	4
	Provided coaching on QuickBooks including reviewing financial reports, transaction adjustment, account payables (withholding tax), account receivables, ending balance, and closing entry.	21
FSC	Established a recruitment template of interviewing summary notes	4
	Finalized policies of salary scales and structures and provided guidance on the personnel and salary practices.	5
	Provided an overview on how the organization can improve costefficiency during project activity implementation.	2
	Reviewed and provided recommendation on strategic plan.	3
	Reviewed and provided recommendations on payment vouchers and cash management (cash advance) to improve payment process such as direct payment or reimbursement.	6
	Led an orientation on information technology and communication policies and exemption policies.	1

	Provided coaching on the basic concept of budgeting and financial control.	3
	Reviewed existing chart of accounts and class lists and provided recommendations on setting up various donors' budget sets in QuickBooks and global budget.	9
HRTF	Reviewed and recommended on M&E documents and tools (i.e. project work plan, data collection forms, performance indicator tracking table, and the development of organizational M&E plan, performance indicator tracking table), to make each indicator concise in the M&E Plan and develop a template/tracker for recording indicator data.	2.5
KAPE	Finalized policies and procedures on administration/personnel, procurement, and information technology.	6
	Reviewed online data collection tools and organizational strategic plan and advised on the process flow of designing organizational M&E system (i.e. the main activities to focus on, description of each activities, target beneficiaries, the projects involved in these main activities). Assisted in developing project data management system using VBA MS-Excel.	8
	Reviewed and provided feedback on policies and procedures including travel, procurement, information technology, and personnel.	36

Name	Technical Assistance Topics	Number of Hours
	Helped fix project data management system that often had errors.	3
KDK	Provided an overview on taxation law, withholding tax, type of employment contracts and fringe benefits, and how to prepare payroll master list.	1
KMR	Provided an overview on inventory and asset management, procurement template and leave tracking system.	4
	Established and finalized procurement policies and procedures.	15
	Reviewed and improved on M&E documents and tools including updated code and data collection tools such as the child/beneficiary bio, follow up service support, and reintegration, created an interface sheet and hyperlink of those sheets, and led an orientation to team members on the usage of the updated system.	26
	Advised on how to become a social enterprise with the idea of homestays as a viable option (with guidance and support from a senior local volunteer.)	3
	Provided coaching to improve QuickBooks system including setting up a new company, importing and standardizing chart of accounts, setting preferences, running tracking reports, transaction recording in general journal, fund reconciliation balance, closing balance and starting new balance.	29
	Provided recommendations on financial process improvement (cash books recording in excel and recording in QuickBooks as well as the vouchers and payroll process) and coached finance team to develop a cash flow report.	8
KS	Oriented on staff payroll system.	1
	Helped developing outline for social business manual.	8.5
	Provided coaching to improve QuickBooks system including standardizing chart of accounts, developing global budget, and making necessary updates, transaction recording, linking with number of stock control and fund balance, and closing balance.	29.5
	Reviewed and revised timesheet, cost-allocation, and by-laws	19

LSCW	Finalized by-laws and provided recommendations on strategic plan outline.	0.5
MEDIA One	Discussed main points and drafted outline for strategic plan.	2
MHC	Provided guidance on salary scales, confidentiality, and other structures of contents in policies and procedures.	4
	Reviewed and revised administration/personnel policies and procedures and guided on performance appraisal process.	37
	Provided coaching to improve QuickBooks system including transaction recording and developing reports based on donors and projects.	3.5
MoPoTsyo	Reviewed and provided recommendations on employment contract template, administration and personnel policies and procedures, and guided on the relevant of Cambodian labor law.	12
	Reviewed and recommended on M&E documents and tools (i.e. Work plan, data collection forms, performance indicator tracking table, and data management system) and introduced to the sample M&E Plan for internal management.	2.5
MRO	Reviewed and revised administration/personnel policies and procedures.	38
MS	Led an orientation on financial management to non-finance team member.	1
OEC	Provided guidance on recording staff payroll into QuickBooks.	1
PC	Reviewed and provided recommendations on strategic plan.	7
	Reviewed existing chart of accounts and provided coaching on standardizing chart of accounts and developing global budget.	9.5
PFD	Helped developing communication plan outline.	10.5

Name	Technical Assistance Topics	Number of Hours
	Reviewed and revised on strategic plan development.	9
	Reviewed and revised administration and personnel policy, and grievance policies and procedures.	25
	Reviewed and revised a business plan for a business enterprise "SMART girl coffee" included a strategy of products, prices, customers, competitors, sales and marketing, and financial information such as capital and forecast of inflow and outflow of capital.	6
PNKA	Reviewed and recommended on strategic plan and project M&E frameworks, annual work plan, data collection tools, and project reports; provided coaching in developing M&E manual and data management system, with outline manual and sample event tracker.	4
PVT	Provided guidance on strategic plan to strategize for more funding sources; revised finance and personnel policy; how to manage cashbook more effective; and how to record advance and settlement properly.	8
	Provided guidance to consolidate a project-level budget into global budget.	1.5
TCO	Provided coaching to new accountant on the concept of financial management and introduced staff payroll system.	5
	Helped developing organization's sustainability plan by reviewing its strategic plan, program reporting management, and advising on viable next steps.	1
	Reviewed and recommended on the project M&E system and guided through a sample project M&E Plan, performance indicator tracking table, and data management system for own system development.	5

VSG	Provided guidance on improving data recording, basic excel functions, improved on the existing activity tracking tool, and helped setting up data analysis sheet.	14
WaterSHED	Reviewed and provided guidance on how to improve data collection tools and led an orientation on the sample of project M&E data management system for their own development with guidance on using MS-Excel functions such as hyperlink, range name, and validation.	9
WPM	Provided guidance on the process of designing M&E system, improving data collection system, basic excel functions, and led an orientation on the sample of project M&E system for own system development.	2
	Reviewed and revised finance and administration policies and procedures, and established salary scale, and overviewed on Board terms of reference and its contract template.	56
	Provided coaching on financial recording, monthly financial statement and supporting document requirements.	4
Total Number of Hours		1,087.5

Activity 3: Develop/Update Training Curricula

The program has updated six existing training curricula (see Table 3,) and developed three new training/workshop materials on ecotourism, basics of financial management Curriculum systems for NGOs, and financial management

for non-finance managers over the course of this reporting period. The materials are

available in both Khmer and English. Details on these training are covered in the following Opportunity Development activity.

Activity 4: Provide Training to Local Partner NGOs

Capacity Building Training
1. Human Resource Management
2. Financial Planning, Budgeting, and Tracking Systems for NGOs
3. Indirect & Overhead Costs Allocation
4. Strategic Planning and New Management
5. Monitoring and Evaluation Management
6. Designing M&E Data Management System Using Advanced MS-Excel

During this reporting period, the program organized and delivered 10 trainings/workshops to 136 participants (69 women and 67 men) representing 35 local NGO partners (See Table 4.) Using a participatory approach, all training sessions aim to increase participants' knowledge and skills in key areas of human resource management, financial management, M&E management, and organizational selfsustainability. Training sessions were facilitated by the CBCLO field team, international volunteer experts or senior local volunteer experts who were well-equipped to strengthen the capacity of local NGO partners in each of the areas listed below. On average, the program recorded a 79 percent increase in participants' knowledge following training attendance.

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Table 4: CBCLO training courses offered in FY18 Q1-Q2

No	Course	Audience	Date	# of NGOs	Participants			# of fullday attendees	Increased knowledge	
					F	M	Total		# of people	%
1	Human Resource Management	SC-FAST's Partners	October 3 to 4, 2017	5	3	3	6	5	3	60%
2	Financial Planning, Budgeting, and Tracking System for NGOs	USAIDs Partners	October 10, 2017	3	2	2	4	No Pre-& Post- Training Evaluation Conducted		
3	Financial Planning, Budgeting and Tracking Systems for NGOs	USAIDs Partners	October 12, 2017	5	9	3	12	No Pre-& Post- Training Evaluation Conducted		
4	Strategic Planning and New Opportunity Development	Public	October 19, 2017	15	5	11	16	14	10	71%
5	Indirect and Overhead Costs Allocation	SC-FAST's Partners	October 20, 2017	4	5	2	7	No Pre-& Post- Training Evaluation Conducted		
6	Ecotourism	USAIDs Partners	January 15, 2018	2	8	12	20	No Pre-& Post- Training Evaluation Conducted		
7	Basics of Financial Management Systems for NGOs	Public	February 20, 2018	17	22	7	29	29	24	83%
8	Monitoring and Evaluation Management	USAIDs Partners	February 20, 2018	1	4	6	10	9	8	89%
9	Designing M&E Data Management Systems using Advanced MS-Excel	USAIDs Partners	February 21 to 22, 2018	1	3	10	13	10	10	100%
10	Financial Management for Non-Finance Persons	Public	March 1, 2018	12	8	11	19	18	12	67%
Total				65 ⁴	69	67	136	85	67	79%

⁴ This number is inclusive of NGOs that attended more than one training. Number of unique NGOs during this reporting period is 35.

- Human Resource Management – October 3 to 4, 2017. The training was hosted by Save the Children, USAID-FAST Program, for its sub-grantees in Phnom Penh, and facilitated by the CBCLO team. Six representatives – three women and three men – from five local organizations attended this training. The training helped organizations to better understand human resource planning; create better job descriptions; understand organizational recruitment and the selection process; document staff performance, staff development and retention; and, develop HR policies that are compliant with Cambodian labor laws requirements. As a result of this training, 60 percent of participants who attended the full day training (3 out of 5) reported an increase in their knowledge according to the pre- and post test results. (See Annex 1.)
- Financial Planning, Budgeting, and Tracking Systems for NGOs – October 10, 2017. The training was hosted and facilitated by the CBCLO team in Battambang province at Aphivat Strey Office. Four representatives – two women and two men – from three local partner organizations attended this training. The training helped organizations to better understand how to develop an organizational budget; develop organizational charts of accounts; and improve current accounting systems. No pre- and post- training tests were conducted for this training. (See Annex 2.)
- Financial Planning, Budgeting, and Tracking Systems for NGOs – October 12, 2017. The same training as above was hosted and facilitated by the CBCLO team in Siem Reap province at HUREDO Office. Twelve representatives– nine women and three men– from five local partner organizations attended this training. No pre- and post- training tests were conducted for this training. (See Annex 3.)
- Strategic Planning and New Opportunity Development – October 19, 2017. This workshop was hosted by CBCLO and delivered by international expert, Ms. Carol Yee, KANAVA International's Chief Operating Officer. This training was attended by 16 representatives (5 women, and 11 men) from 15 local NGOs attended this training. The objective of the workshop was to help organizations understand how they can sustain their activities without solely relying on their main donor's funding. The workshop addressed local NGOs' concerns about sustainability where strategic plan development was needed. Participants were urged to be more strategic and focused in identifying their organizational vision and discussing strategic mission and ultimately contributing to the planning with MediaOne staff social cause of better serving their beneficiaries. Participants also learnt about various ways to identify new funding opportunities to support their work. Ms. Yee elucidated that funding can come from individuals, public and/or private sectors, and that these funding sources can help NGOs start up a social/business enterprise. As a result of attending this training, 71 percent (10 out of 14) of the attendees, who attended the full day training demonstrated increased knowledge on the subject. (See Annex 4.)



Carol Yee (right), COO of Kanava

International

- Indirect and Overhead Costs Allocation– October 20 , 2017. This training was hosted and facilitated by the CBCLO COP and field team specifically for Save the Children-FAST Program’s partners in Phnom Penh. The training helped participants understand the fundamentals of allocating their overhead project cost to ensure indirect costs are being billed accurately to various donors. Seven participants (five women, and two men) from four NGOs attended the training. No pre- and post-training tests were conducted for this training (See Annex 5.)
- Ecotourism – January 15, 2018. This workshop was hosted by CBCLO in Battambang province and delivered by senior local volunteer expert, Mr. Aun Thong, proprietor of eco-lodge [Mekong Bird Resort](#) located in Stung Treng province. The workshop was conducted in response to the requests from Village

Support Group (VSG) and Komar Rik Reay – two USAID-priority NGOs – to address concerns about self-



sustainability in their communities and organizations. Twenty representatives (eight women, and twelve men) from these NGOs attended this workshop. The objective of the workshop was to help participants understand how they could start an eco-tourism site in their communities/villages; the challenges they would potentially face during start-up; best practices; and, local compliance laws and regulations. Mr.

Senior local volunteer Aun Thong (standing) leading a workshop on ‘Ecotourism’ to Aun Thong shared his experience with USAID-funded NGOs VSG and KMR starting up his eco-tourism resort, and encouraged participants to think

creatively about their own eco-tourism ideas. He also offered to analyze and provide feedback on potential locations that participants had considered to start an eco-tour/lodge. Participants were urged to be more strategic and focused in their community’s vision in order to have a positive effect on the environment, and to continue to identify new opportunities in the eco-tourism realm. No pre- and post- training tests were conducted for this training. (See Annex 6.)

- Basics of Financial Management Systems for NGOs – February 20, 2018. The training was hosted by international volunteer expert, Mr. Cecil Benjamin.

This training was attended by 29 participants – 22 women and 7 men – from 17 local organizations. The training helped participants to better understand how to develop an organization-wide budget, manage budgets more effectively, and understand why and who in the organization should be involved in financial management. As a result, based on pre- and post- training test scores, 83



percent (24 out of 29) of the participants,

who attended the full day training demonstrated an increase in financial management knowledge. (See Annex 7.)

International volunteer expert Cecil Benjamin (seated on the left) training NGO staff on financial management systems

□ M&E Management – February 20,



2018. This training was hosted and facilitated by the CBCLO M&E manager specifically for staff from Kampuchean

Action for Primary Education (KAPE) – a USAID-priority NGO – based in Kampong Cham province. The training helped participants understand the key USAID M&E terminology; identify the difference between monitoring, evaluation, results, indicators, activities, tools, and frameworks; identify key

KAPE employees working on advanced MS- elements to

be included in an M&E Excel during M&E management training system and plan. Based on pre- and posttest scores, 89 percent or 8 (3 women,

and 5 men) out of 9 attendees demonstrated increased knowledge. (See Annex

8.)

- Designing M&E Data Management System using Advanced MS-Excel – February 21 to 22, 2018. This two-day training was hosted and facilitated by the CBCLO M&E manager after basic M&E concepts were provided to participants. The training helped participants to develop tools using advanced MS-Excel for data collection and analysis. Thirteen participants (three women, and ten men) attended the training. Based on pre- and post-test scores, all ten (three women, ten men) participants who attended the full two-day training, demonstrated increased knowledge of M&E management systems (See Annex 9.)
- Financial Management for Non-Finance Managers – March 1, 2018. The training was facilitated by international volunteer expert Mr. Cecil Benjamin, and Mrs. Jennet Bankorp. This training was attended by 19 representatives – 8 women and 11 men– from 12 local organizations. The training helped participants who were executive directors and program managers at their respective organizations to understand financial management; why they as senior and executive management should be involved in financial management; and, how to read financial reports such balance sheets, profit and loss statements/income statements, and cash Senior management from NGOs flow statements. On attending this discussing financial management at a breakout session training, 67 percent (12 out of 18) of attendees, demonstrated increased knowledge on the subject of financial management (See Annex 10.)



Activity 5: Volunteer Program

Local Volunteers. The CBCLO Program seeks to engage talented local volunteers to execute its program activities as well as to provide local volunteers an opportunity to learn operational and administrative procedures by working alongside program staff and familiarize themselves with USAID rules and regulations. Since its inception, the program encouraged qualified senior undergraduates and recent graduate students to apply for positions with the program as junior local volunteers. This opportunity provides graduate students and young professionals the chance to gain valuable experience by assisting in the capacity building efforts for local Cambodian organizations. These local volunteers also play a significant role to support the administration and logistics arrangements for the various training events conducted by the program.

To date, fourteen local volunteers have been recruited to assist the program. During the current reporting period, one local volunteer left the program to pursue his career and one new volunteer was recruited.

- Mr. Chanvong Noy supported the program up to November 10, 2017. He assisted the CBCLO team in administrative and M&E tasks such as inputting M&E data, digitizing financial documents, and participant lists from various trainings conducted by CBCLO staff and international volunteer experts, and taking photographs and videos of training sessions. This practical experience has led him to a full-time job as a training assistant for a private capacity building company.
- Ms. Sophon Cheim is a return CBCLO volunteer after leaving the program in November 2016 to pursue work in a different field. Ms. Cheim wanted to learn more about the development sector in Cambodia and wanted to gain more hands-on experience in general administration, finance, and human resources so returned to volunteer further with CBCLO. Sophon returned to the program in early December 2017. She was subsequently hired by the program as the finance and administrative assistant. This recruitment is detailed under the ‘Program Administration’ section on page 21.

Besides the above described tasks, volunteers can attend various training sessions hosted by the program field team as well as international volunteer experts.

In addition to the junior local volunteer program, the program collaborates with Cambodian professionals for their knowledge and expertise. During this reporting period, the program benefited from the expertise of senior local volunteer expert, Mr. Aun Thong, who helped facilitate an ecotourism workshop hosted in Battambang province for participants from two USAID-funded NGOs (VSG and KMR) that were considering entering the ecotourism sector.

International Volunteers. To address the needs identified by the program, beneficiaries, and the USAID Cambodia Mission, CBCLO recruits international volunteers. To date, IESC/CBCLO fielded eight international volunteers who have completed ten assignments, to support local NGOs in Cambodia. During this reporting period, an international volunteer Mr. Cecil Benjamin, was identified and recruited, to provide technical assistance to local organizations with weak financial management systems. Cecil was placed in the Cambodian Women for Peace and Development (CWPD)’s and Children in Families (CIF)’s offices to help them improve organizations’ QuickBooks systems by standardizing their chart of accounts and class lists; lead sessions with the CWPD and CIF finance and senior management teams to develop global budgets; and, guide conversations on budget development. Mr. Benjamin also provided one-on-one technical assistance and

support to improve organizational accounting systems to Cambodia Children's Trust (CCT), Komar Rikreay Association (KMR), Children in Family (CIF), Environmental Protection and Development Organization (EPDO), Korsang (KS), Men's Health Cambodia (MHC), Chhouk Sar Association (CS), Cambodia Indigenous People's Language (CIPL), Buddhism for Health (BFH), and Partners in Compassion (PC).

Table 5: Volunteer cost share to date

	Award Total	FY 18 Q1-Q2	Project to Date	Balance
Total Cost Share	\$367,746.00	\$70,065.00	\$317,038.00	\$50,708.00
Total volunteer cost share	\$367,746.00	\$70,065.00	\$317,038.00	\$50,708.00
Total non-volunteer cost share	N/A			N/A
Other volunteer contributions	N/A			N/A

Activity 6: Focus Group Discussions

CBCLO Program Feedback from Beneficiaries. The program hosted a focus group discussion in



Battambang on March 14, 2018. The group discussions provided CBCLO staff an opportunity to receive qualitative feedback on evaluating the program's impact related to imparting financial,

administrative, procurement, and M&E methodologies to local NGOs. The CBCLO M&E manager and chief of party facilitated these discussions. The focus groups featured a discussion with nine participants- three from AHEAD, four from KMR, and two from CCT. All three of these

CBCLO COP Ms. Raty Ouk (seated on the right) leading a focus group discussion

USAID's priority list of right) leading a focus group discussion

with KMR management team NGOs. Table 6 below details the participants at the focus group discussions.

The CBCLO team gauged how participants used the knowledge acquired from attending training sessions on

Name of NGO	# of NGO	# of Participants		
		Female	Male	Total
Action for Health Development (AHEAD)	1	2	1	3
Cambodia Children's Trust (CCT)	1	1	1	2
Komar Rikreay Association Center (KMR)	1	4	0	4
Total		7	2	9

Table 6: Focus group discussion participants financial

management, administrative management, procurement, the principles of monitoring and evaluation; and, USAID rules and regulations, as well as participants' opinions on what CBCLO could do to better help organizations. (See Annex 11.)

Program Administration

Recruitment. After Ms. Chanmonita Soeung resigned from her position as CBCLO administration and finance officer pursue her master's degree in Thailand, Ms. Sophon Chiem, a CBCLO volunteer, was hired to be the new CBCLO finance and administrative assistant. Ms. Chiem assumed this new role on March 1, 2018.

Coordination with USAID implementing partners and local sub-partners. The program continues to maintain cordial relationships with organizations that are currently implementing USAID-funded programs in Cambodia. The following table provides information on the assistance provided to the local sub-partners during this reporting period along with planned training led by CBCLO. (See Table 7.)

Table 7: Specific assistance provided to USAID-funded programs' partners

Winrock International (WI)-CTIP Program
Finalized capacity development plan with technical assistance to CEDAC and CCPCR on procurement and personnel policies, and data collection.
Final ISD follow up assessment and evaluation for CTIP's partners conducted.
Save The Children (SC)-FAST Program
Human resource management training and indirect/overhead costs allocation training provided to FAST's partners. CBCLO will provide a refresher training on M&E in FY18 Q3.
Ongoing technical assistance to CIF (administrative management, financial management, QuickBooks system, FSC (personnel policy, strategic plan, budgeting, and QuickBooks system), and MRO (personnel policy), CCT (indirect and overhead costs allocation).
University Research in Cambodia (URC) Partner Organizations
BFH attended training on 1) Financial Management for Non-Finance Managers, 2) Financial Planning, Budgeting, and Tracking Systems for NGOs, and 3) Strategic Planning and New Opportunity Development.
ISD baseline assessment conducted for and technical assistance provided to AHEAD (financial management, administration, and M&E system).
Khmer HIV/AIDS NGOs Alliance (KHANA)-Flagship Program
Financial management system support to KS, CS, CWPDP, and MHC. These NGOs will be receiving business plan implementation assistance from international volunteer Cecil Benjamin in FY18 Q3.

SUMMARY OF PERFORMANCE INDICATORS

Progress Toward Results

The table below presents the summary of progress on CBCLO program performance indicators during the reporting period. The following color keys are used to reflect status on each indicator.

Green	Completed – Implemented according to the plan
Blue	Acceptable – On track and/or not wholly within the manageable interests of the program
Yellow	On-going—Long Term Result and due only in next year
Red	Delayed –Target date passed or started later than planned

Table 8: CBCLO indicators and targets (2014-2019)

Indicator		Baseline	Y1		Y2		Y3		Y4		S1-Y5 (Oct-17 to Mar 18)		Cumulative (Y1, Y2, Y3, Y4, S1-Y5 as of Mar 18)		Status
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
	Project Goal: Institutional capacity of local organizations in financial, administrative, procurement, M&E system and organizational management strengthened to effectively implement USAID-funded activities														
	Strengthen the Institutional Capacity of Local Organizations														
A	Percentage of direct USAID awards effectively managed by assisted organizations (disaggregated by former and new recipients)	0	N/A	0	70%	100%	70%	33%	70%	50%	70%	100%	70%	75%	
A1	New recipients					100%		33%		50%		100%		75%	
	Number of USAID's grantees effectively managed		0			3		1		1		4		9	
	Number of USAID's grantees assisted by CBCLO whose award cycle has completed					3		3		2		4		12	
A2	Former recipients					0		0		0		0		0	

Indicator		Baseline	Y1		Y2		Y3		Y4		S1-Y5 (Oct-17 to Mar 18)		Cumulative (Y1, Y2, Y3, Y4, S1-Y5 as of Mar 18)		Status
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
	Capacity Building of Local Organizations														
1.1	Number of pre-award assessments and ISD conducted	0	15	11	5	12	5	23	20	20	10	11	55	77	
1.1.1	Pre-award assessments			10		4								14	
1.1.2	ISD assessments			1		8		23	20	20	10	11		63	
	Baseline			1		8		17	10	10	8	6		42	
	Follow-Up							6	10	10	2	5		21	
1.2	Percentage of assisted organizations that move from high to medium or low risk in their financial and organizational review matrix assessment	0	TBD	0	50%	-	60%	100%	70%	88%	70%	100%	70%	92%	
1.2.1	Number of assisted NGOs that that move from high/medium to medium/low risk through NUPAS tools					-		-		-		-		-	
1.2.2	Number of assisted NGOs that that move from high/medium to medium/low risk through ISD tools							5		7		1		13	
1.3	Number of assisted organizations receiving USG supported training in the areas of financial, administrative, procurement, organizational management, M&E, and performance management concepts. (Disaggregated by the type of training).	0	37	41	60	94	60	100	60	112	15	35 ⁵	232	382 ⁶	

⁵ There is no overlap when counting the organizations participating in the areas of all training events in this program year Y5S1=35. However, under indicator 1.3 from (a) to (f) there was an overlap because some NGOs attend financial training and attend administrative, procurement, organizational, and M&E training.

⁶ There is an overlap when counting the organizations participating in the areas of all training events in each program reporting year of Y1, Y2, Y3, Y4, Y5S1. i.e. Y1-Y5S1 total overlap organizations assisted=382.

														201 ⁷	
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Indicator		Baseline	Y1		Y2		Y3		Y4		S1-Y5 (Oct-17 to Mar 18)		Cumulative (Y1, Y2, Y3, Y4, S1-Y5 as of Mar 18)		Status
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
a.	Financial management	0		10		68		50		46		27		201	
b.	Administrative management	0		10		58		0		5		5		78	
c.	Procurement management	0		10		24		3		44		0		81	
d.	Organizational management	0		10		55		45		45		16		171	
e.	Basic M&E and performance management concepts	0		33		46		61		57		1		198	
f.	USAID’s Rules and Regulations			0		0		19		32		0		51	
1.4	Number of assisted organizations receiving technical assistance (coaching and mentoring) in the areas of financial, administrative, procurement, organizational management, basic M&E, performance management concepts, and proposal writing. (disaggregated by type of TA)	0	37	0	9	23	9	32	9	40	3	41 ⁸	67	70 ⁹	

⁷ There is no overlap when counting the organizations participating in the areas of all training events in Y1 (41 new assisted NGOs), Y2 (56 new assisted NGOs, which are different from Y1), Y3 (66 new assisted NGOs, which are different from Y1&Y2), Y4 (36 new assisted NGOs, which are different from Y1, Y2&Y3), Y5S1 (2 new assisted NGOs, which are different from Y1, Y2, Y3 & Y4), i.e. from Y1 to Y5S1 total unique organizations assisted=201.

⁸ There is no overlap when counting the organizations receiving the different areas of coaching and mentoring in this program reporting period of Y5-S1. ⁹ There is no overlap when counting the organizations receiving the different areas of technical assistance from year to year. (With overlap from year to year= 136)

1.4.1	Financial management					13		17		26		25		81	
1.4.2	Administrative management					17		12		18		23		70	
1.4.3	Procurement management					2		1		7		2		12	
1.4.4	Organizational management					9		14		16		14		53	
1.4.5	Basic M&E and performance management concepts					10		9		17		21		57	
1.4.6	USAID's Rules and Regulations					2		1		1		1		5	

Indicator		Baseline	Y1		Y2		Y3		Y4		S1-Y5 (Oct-17 to Mar 18)		Cumulative (Y1, Y2, Y3, Y4, S1-Y5 as of Mar 18)		Status
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
1.5	Number of people receiving USG supported training (disaggregated by area of training provided and sex of participant)	0	111	70	240	393	240	370	240	353	80	136	911	1322	
1.5.1	Male	0		45		193		219		190		67		714	
1.5.2	Female	0		25		200		151		163		69		608	
a.	Financial management	0		24		192		88		97		71		472	
a1	Male	0		13		67		27		35		25		167	
a2	Female	0		11		125		61		62		46		305	

b.	Administrative management	0		24		102		0		7		6		139	
b1	Male	0		13		47		0		5		3		68	
b2	Female	0		11		55		0		2		3		71	
c.	Procurement management	0		24		53		12		66		0		155	
c1	Male	0		13		28		2		18		0		61	
c2	Female	0		11		25		10		48		0		94	
d.	Organizational management	0		24		107		66		57		36		290	
d1	Male	0		13		69		51		47		23		203	
d2	Female	0		11		38		15		10		13		87	

Indicator		Baseline	Y1		Y2		Y3		Y4		S1-Y5 (Oct-17 to Mar 18)		Cumulative (Y1, Y2, Y3, Y4, S1-Y5 as of Mar 18)		Status
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
e.	Basic M&E and performance management concepts	0		46		98		137		82		23		386	
e1	Male	0		32		66		104		66		16		284	
e2	Female	0		14		32		33		16		7		102	
f.	USAID’s Rules and Regulations							67		44		0		111	

f1	Male							35		19		0		54	
f2	Female							32		25		0		57	
1.6	Number of people with increased knowledge of financial, administrative, procurement, organizational management, M&E, and performance management concepts (disaggregated by area of knowledge increased)	0	100	70	216	331	216	267	216	235	72	67 ⁹	820	970	
1.6.1	Male	0		45		148		145		108		35		481	
1.6.2	Female	0		25		183		122		127		32		489	
a	Financial management	0		24		182		79		76		36		397	
a1	Male	0		13		63		24		21		13		134	
a2	Female	0		11		119		55		55		23		263	
b	Administrative management	0		24		97		0		5		3		129	
b2	Male	0		13		43		0		4		1		61	

Indicator	Baseline	Y1		Y2		Y3		Y4		S1-Y5 (Oct-17 to Mar 18)		Cumulative (Y1, Y2, Y3, Y4, S1-Y5 as of Mar 18)		Status
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
b1	Female	0	11		54		0		1		2		68	

⁹ Target for indicator 1.6 has not been met for FY18Q1-Q2 but LOP target for the same has been exceeded.

c	Procurement management	0		24		51		12		62		0		149	
c1	Male	0		13		27		2		18		0		60	
c2	Female	0		11		24		10		44		0		89	
d	Organizational management	0		24		67		0		0		10		101	
d1	Male	0		13		36		0		0		9		58	
d2	Female	0		11		31		0		0		1		43	
e	Basic M&E and performance management concepts	0		46		87		119		65		18		335	
e1	Male	0		32		60		88		52		12		244	
e2	Female	0		14		27		31		13		6		91	
f	USAID's Rules and Regulations							57		27		0		84	
f1	Male							31		13		0		44	
f2	Female							26		14		0		40	
1.7	The extent to which people with increased knowledge of financial, administrative, procurement, organizational management, and M&E	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A ¹⁰	N/A	N/A	

¹⁰ CBCLO conducted one mid-line focus group discussion to USAID's sub grantees-CCT, KMR, and AHEAD in Y5/S1.

Indicator		Baseline	Y1		Y2		Y3		Y4		S1-Y5 (Oct-17 to Mar 18)		Cumulative (Y1, Y2, Y3, Y4, S1-Y5 as of Mar 18)		Status
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
	concepts use organizational systems, policies, and data to make decisions														

Variance Data notes on FY18 Q1 and Q2

During this reporting period, the CBCLO Program exceeded its Q1 and Q2 targets on six out of seven indicators. Indicator 1.6 “Number of people with increased knowledge of financial, administrative, procurement, organizational management, M&E, and performance management concepts (disaggregated by area of knowledge increased)” target for Q1 and Q2 was set for 72. While 67 individuals (or 79% of the participants) demonstrated an improvement in knowledge in this reporting period, the indicators life of program target has been exceeded.

Training Knowledge Application

Consistent application and transfer of knowledge are crucial if organizations are to develop sustained capacity for effectively implementing USAID- and other donorfunded programs. One of the CBCLO's concerns is that trainees may not apply the knowledge gained from attending CBCLO-led sessions or transfer this knowledge to other colleagues.

To gauge the extent to which program-sponsored knowledge has been applied in the workplace and transferred to other staff in their organizations, CBCLO M&E manager contacted 133 individuals who attended CBCLO training courses over the last year on topics including effective internal control and fraud awareness, procurement, series M&E management and data management system using advanced MS-Excel, governance and sustainability, USAID rules and regulations. However, out of 133 individuals, only 89 were available to participate in phone interviews which were conducted by CBCLO finance and administrative assistant.

Knowledge Applied by Interviewed Individuals

The interviews provided insights on the areas where knowledge from CBCLO training was applied the most by local NGO staff in their every-day tasks allowing the program to focus on the topics that NGO staff find most beneficial, in subsequent training. Out of the 89 respondents, 78 (88 percent) reported applying the knowledge gained from the training, in their workplace.

Figure 2: Chart showing knowledge application by area of CBCLO intervention

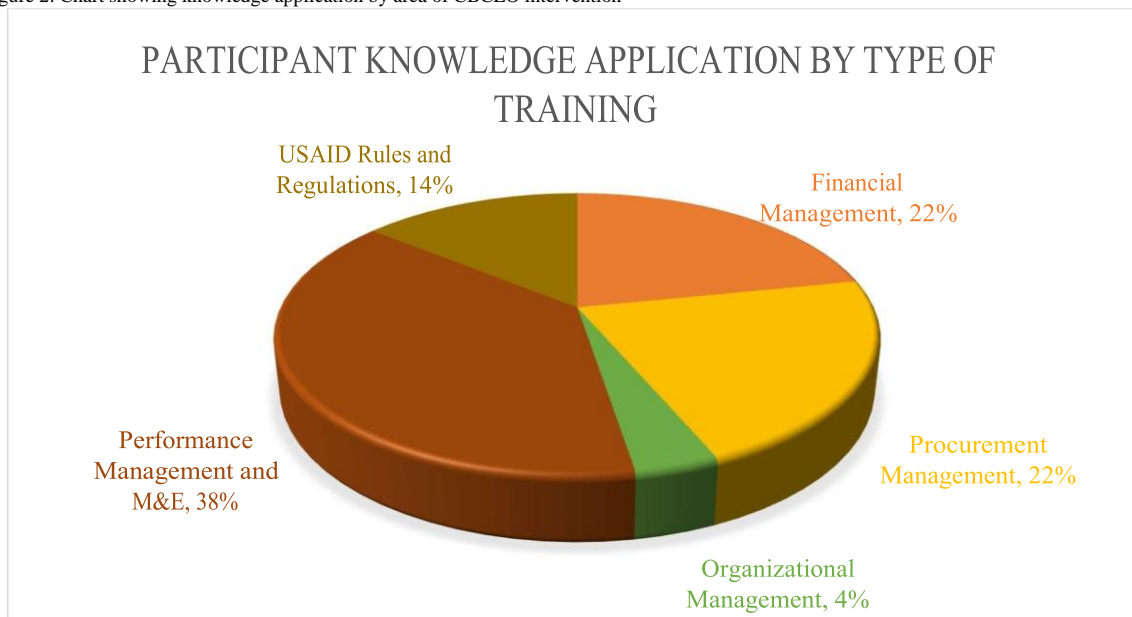


Figure 2 above presents the percentage distribution of knowledge application by NGO staff based on different trainings they attended. Table 9 below also shows that performance management and M&E related skills were applied by the majority (38

percent) of the respondents specifically in improving M&E system using MS-Excel; updating M&E plan, indicators, and data collection methods/tools; creating code and data entries; and, analyzing data using pivot tables and MS-Excel functions. Around 22 percent of the respondents reported that they applied the knowledge they gained from attending financial management training specifically topics such as improving NGOs internal control processes and reviewing organizational policies on cash flow and cash count management. Around 22 percent of the participants applied their knowledge in procurement management specifically as it relates to procurement policies and procedures. Around four percent of the respondents stated that they applied their newly learnt knowledge in organizational management specifically topics such as proposal writing, concepts about social enterprises, and fundraising strategies. Around 14 percent of the respondents from training offered to public stated that they applied knowledge gained on USAID rules and regulations, from attending CBCLO training.

Knowledge application is an on-going process whereby after attending CBCLO training, NGOs exposure to these topics is guaranteed. Topics like USAID rules and regulations, fundraising, and proposal writing (considered as organizational management related topics in CBCLO technical assistance design) are more actively utilized by larger NGOs who are currently receiving USAID funds or actively pursuing new business development activities within Cambodia. Some of the NGOs the CBCLO team contacted earlier, mentioned low knowledge-application for USAID rules and regulations training because these NGOs were not funded by USAID, but that the training information was useful for those NGOs. Whereas knowledge application on topics such as M&E, financial management, and procurement management are more uniformly utilized by NGOs because these topics are applicable on day-to-day operations and management of both USAID-funded and non-funded NGOs.

Table 9: Detailed information on knowledge applied by interviewed individuals

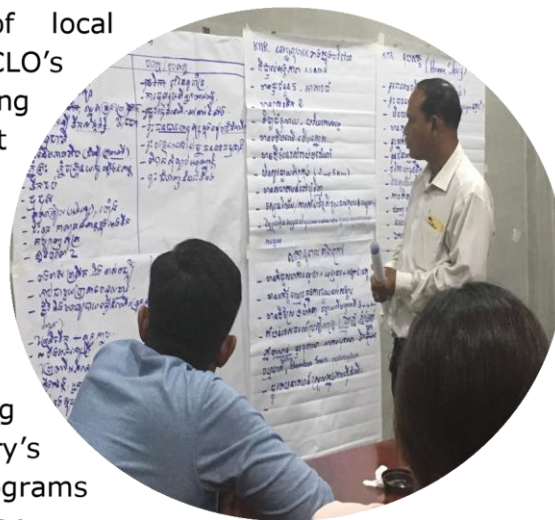
Parameters	N	Percent
Training and Technical Assistance Knowledge Application	78	88%

Financial Management	17	22%
Review internal control process management	15	88%
Review policy on cash flow and cash count management	2	12%
Procurement Management-	17	22%
Review procurement process on getting quotations	5	29%
Review procurement policies and procedures	12	71%
Organizational Management	3	4%
Proposal writing	1	33%
Proposal and concepts on social enterprise	1	33%
Fundraising strategies	1	33%
Performance Management and M&E	30	38%
Update indicators and data collection methods-qualitative and quantitative methods	2	7%
Improve M&E system using MS-Excel	1	3%
Create code, data form/tools, and data analysis using pivot table and MS-Excel functions	19	63%
Improve M&E plan and create code, data entry, and data analysis	8	27%
USAID Rules and Regulations	11	14%
Allocable and unallowable costs of buying goods and services	11	100%

Success Story: Streamlined Organizational Policies Lead to Time Better Spent on Technical Assistance and Fundraising

Strengthening the institutional capacity of local Cambodian organizations remains one of CBCLO's core functions. Through targeted on-going technical assistance, the program ensures that local organizations have the capacity and systems in-place to effectively implement development programming.

Aphivat Strey, - a WorldFish partner- is a women-led organization in Cambodia that has been helping Cambodians since 1998 by improving human rights and standard of living for the country's poor. Aphivat Strey implements development programs in the areas of agriculture, sustainability, human rights, health, and education.



operational efficiency
Aphivat Strey team brainstorming on

Managing multiple programs funded by multiple international donors effectively, is by no means a small feat. As Aphivat Strey's portfolio grew, so did the administrative and operational processes and associated redundancies from having to work on numerous platforms provided by the different donors. Aphivat Strey needed to consolidate its finance and administration, and monitoring and evaluation systems but lacked clear organizational level policies for operations, finance, and procurement that could be flowed down to the different programs it implements. This led to mounting paperwork and occupied too much staff time— time that could be spent more efficiently helping beneficiaries.

Aphivat Strey partnered with CBCLO in 2015 to get support addressing operational and financial redundancies it was facing. AS attended a range of administrative and financial management training led by CBCLO, geared toward improving organizational efficiency. CBCLO also provided one on one assistance to Aphivat to develop clear and written financial management policies and organizational travel policies, as well as revise and streamline existing ineffective policy documents. CBCLO in concert with Aphivat Strey subsequently led an orientation of new policies and procedures so that their staff were well-versed with these policy updates. Prior to 2015, Aphivat Strey reached and assisted 200 households on average every year. Now with streamlined policies governing their finance, administration, and travel policies, staff spend less time on paperwork and more time working with beneficiaries in the field. Aphivat Strey today can reach and assist 1,000 households annually.

CBCLO also provided proposal development support to Aphivat Strey during their bid for USAID's Feed the Future HARVEST II Program by revising their proposal M&E Plan to ensure that it met all of USAID's requirements. CBCLO also reviewed each section of the technical application to ensure compliance with USAID rules and regulations. Aphivat Strey won HARVEST II in January 2018 and is currently implementing the program in Battambang Province. Aphivat Strey program manager Chin Vuthy states "Ever since we received training and support from USAID's CBCLO team, we have broader understanding of fundraising. Aphivat Strey has received funding from HARVEST II as a pilot project. If we perform well in year one, we will get another four years of funds from HARVEST II in 2019."

Implementation Challenges and Proposed Solutions

No	Implementation Challenge	Action Taken/Proposed Solution
1	Sustainability for local organizations: Sustainability remains the biggest challenge for most local NGOs, particularly small organizations. NGOs are unsure of how to sustain their programmatic activities, once donor funding ends.	<p>The program continues to address, with its limited resources, the issue of sustainability faced by local NGOs. The new CBCLO program description (approved by USAID on December 20, 2017) enables us to provide tailored sustainability-related assistance to NGOs based on their specific and nuanced organizational needs. CBCLO's approved Year 5 work plan activities have been informed by these very needs identified by NGOs.</p> <p><u>Business Plans Implementation</u></p> <p>Throughout the course of 2017, CBCLO learned that the organizations we helped develop business plan for, have been struggling with the implementation of these business plans. CBCLO understands that these organizations' existing resources lack the knowledge of running a business/ social enterprise despite providing these NGOs with business plan documents. Management in these NGOs are unprepared and lack the tools to begin business plan implementation.</p> <p>To addresses this challenge, CBCLO is engaging international volunteer expert Cecil Benjamin who has more than ten years of work experience in Cambodia to provide technical assistance to selected NGOs who are ready, have business plans developed, and have resources to become social enterprises to walk them through in the implementation phase.</p> <p><u>Communications for Business Development</u></p> <p>Many NGOs identified that they lack the relevant knowledge and skills to market their organizations to potential donors to help sustain organizations programmatic activities. CBCLO is engaging an international volunteer Lisa Gihring, who has several years of experience providing communications assistance to USAID projects, to assist selected NGOs who want to diversify funding sources to sustain activities once USAID funding ends. Ms. Gihring will assist them in developing communication</p>

		<p>materials geared towards diversifying funding sources with a focus on teaching NGOs how to communicate and better articulate their business/organization activities to potential investors, clients, and donors; developing concise infographics, factsheets, one pagers; and, strategizing with organizations on how to articulate the story of NGOs impact through communications materials for potential funders, much like an elevator pitch in the form of a written document.</p> <p><u>Fundraising and NGO Business Model Transition</u></p> <p>As diversification of funds and alternate organizational models continue to be a pressing concern for small and large NGOs alike, international volunteer Susan Gurley is being recruited for a sustainability assignment in FY18 Q3, to work with larger organizations to improve their fundraising strategies to target diverse sources of funding- this will be done both virtually over Skype sessions with the NGOs as well as in-country; and with smaller organizations to walk them through alternate routes to organizational sustainability such as mergers, partnerships, and resource-sharing.</p> <p><u>Advanced M&E Management</u></p> <p>NGOs understand that to fully gauge organizational impact on beneficiaries, and organizational sustainability, it is crucial to have an organization-level monitoring and evaluation management system, rather than multiple program specific M&E systems. The skills required to map all the M&E data into one holistic organizational M&E system falls outside the purview of most M&E staff in these NGOs.</p> <p>To meet this need, CBCLO is engaging an international volunteer Laurent Alter, an IT and data management specialist with over 12 years of experience on IT systems methodology to help NGOs develop a global M&E system that consolidates and compiles project specific data onto one organizationlevel M&E system.</p>
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Planned Activities for FY18 Q3-Q4: April to September 2018

ISD Assessment of Local NGOs. Over the following two quarters, the program will continue to conduct organizational assessments to meet the Year 5 target of 20 ISD assessments – all of which will be follow-up assessments – for NGOs that fall within the purview of the Office of Public Health & Education (OPHE) and Office of Food Security and Environment (FSE), as identified by USAID.

Qualitative Reports. The program will submit qualitative reports on the various NGOs that CBCLO has conducted ISD assessments for over the life of the program. Fourteen qualitative reports will be prepared and submitted to USAID in FY18 Q3-Q4.

Provide Training to Local NGOs. The program will provide training to at least 80 new and existing local NGOs' staff members to ensure that they have proper understanding of relevant management concepts to implement best practices within their organizations. Based on group discussions with NGOs that received technical assistance from the program, most of the capacity development needs remain consistent with CBCLO course offerings; however, additional support has been requested by NGOs to train them more on M&E data management system; fundraising techniques particularly focusing on online research and identification of potential funding opportunities; improvements in HR management; and, on accounting systems. The CBCLO team will group organizations with similar needs and provide training from the list of on-demand courses; coupled with one-on-one technical assistance from the program team and international volunteers to ensure information is turned into practice, followed by improvements in the existing systems.

Develop Training Curricula. Three training curricula will be updated on the following topics: financial management; USAID rules and regulations; HR management; M&E management; procurement; and, communications. All training curricula will be developed in English and most sought-after course materials will be translated in Khmer.

Provide Technical Assistance to Local NGOs. We will engage international volunteers to support the pre-identified local NGOs in: 1) Improving M&E data management systems; 2) Providing business plan implementation support for four KHANA subpartners; 3) Offering tailored sustainability support to smaller and larger sized NGOs with in-person and virtual coaching sessions; 4) Developing communications materials for outreach and promotional material to market organizations to new potential donors and, 5) Improving organizational strategic plans.

Further, the field office team will continue to offer technical assistance combined with group trainings based on each organization's gap analysis and capacity development plan. The program will match the identified technical assistance needs of the organization with the expertise of program staff in the following areas: 1) Developing/tailoring manuals (finance, procurement, and HR); 2) Financial management (particularly QuickBooks); 3) Guidance on M&E data collection and submission; and, 4) Advice on best practices in procurement, finance, and HR management.


Volunteer Program. In the final year of the program, CBCLO will heavily engage international volunteer experts to directly support the technical assistance designed for local NGOs. Four international volunteer experts will be recruited to provide tailored technical assistance focusing on organizational business plan

implementation; fundraising and sustainability; M&E data management systems improvement using advanced MS-Excel (VBA); and, communications support with a focus on business development for local NGOs. The program will focus on placing international volunteers in Q3 of fiscal year 2018, allowing organizations to benefit from the international expertise as early as April 2018. The CBCLO team can gauge knowledge transfer to NGOs through follow-up assessments to observe and report improvements made before and after each of these volunteer assignments. Details of each assignment have been elucidated in the approved Year 5 work plan.

On the local front, four qualified undergraduate and/or graduate students will be recruited as junior local volunteers to support program operations and technical activities over the next year.

Networking Events. One networking event will be organized in an enabling environment, for participants to gain an understanding on NGO laws and taxes that befall social enterprises. This event will allow NGO's board of directors to share experiences, as well as understand their roles and responsibilities within an organization. The anticipated outcome of this networking event is that board members become more engaged in the management of an NGO and its subsequent transition into social enterprise, a merged organization, or a co-sharing organization.

Financial Information



USAID CBCLO Program - Financial Information										
Description	Program Expenditures: February 6, 2014 - March 31, 2017									
	Life of Project Budget	Accrued Expenses February 2014 - March 31, 2018	April (Estimate)	May (Estimate)	June (Estimate)	July (Estimate)	August (Estimate)	September (Estimate)	TOTAL	Est. Expenses % of LOP Budget
Personnel	601,846.07									
Fringe Benefits	134,675.81									
Travel	216,694.49									
Equipment										
Supplies	29,220.80									
Contractual	94,495.13									
Training										
Other Direct Costs	283,881.65									
Indirect Costs	512,630.32									
Total Cost Before VEGA Overhead	1,873,444.26									
VEGA Overhead	91,237.00									
TOTAL FEDERAL SHARE	1,964,681.26									
Value of Donated Services	367,745.69									
IESC	361,388.00									
Kanava	6,357.69									
TOTAL	2,332,426.96									
Obligated Amount	\$1,848,103.00									
Pipeline (Obl - Total Amt. Spent)	\$151,467.18									
Burn Rate (Total Amt. Spent/Mo.)	\$34,625.22									
Months Remaining	4.37	* The burn rate figures are current as of March 2018 invoices								
** As the project NICRA in 2017 has gone up, the project will hit its Indirect costs ceiling in Sept 2018. Accordingly, from Sept 2018 till the end of Project, IESC indirect costs are shown as zero as IESC will cover for the project Indirect costs.										

Branding, Marking, and Communications

International Executive Service Corps (IESC) has been using the updated logo and the approved USAID logo on the CBCLO Program's branding and marking implementation plan.

To continue its effort to building its image as a leading resource partner in the development of internal financial, management, procurement, and M&E systems for organizations seeking to receive USAID funds, and those already working with the Agency; brief PowerPoint presentations are presented at the beginning of training and information sessions to provide a quick and visually engaging summary of the program, its activities, and how those activities can benefit individual NGOs.

Annex 1: Training on Human Resource Management

Start Date: 3-Oct-2017 End Date: 4-Oct-2017

Venue: Hagar Restaurant

Hosted By: Save the Children-FAST Program Trainers: Sokanha In, CBCLO grants manager

Audience: USAID Partners

Reported By: Leakhena Ith, CBCLO M&E manager

1. Purpose of Training: To conduct training on Human Resource Management

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

Total number of participants who attended the training: 6 attendees (Female: 3/Male: 3).
60% or 4 out of 6 participants were categorized as youth (below 35 years old).
83% or 5 out of 6 participants were based in Phnom Penh
Five local NGOs attended training on human resource management.

2.2 Summary of Pre-Test and Post-Test Scoring:

1 attendee received a failing score (<5.5) during the pre-training evaluation and all of them achieved a passing score during the post-training evaluation. None of attendees was still received a failing score.
5 attendees achieved a passing score during post- test evaluation training.

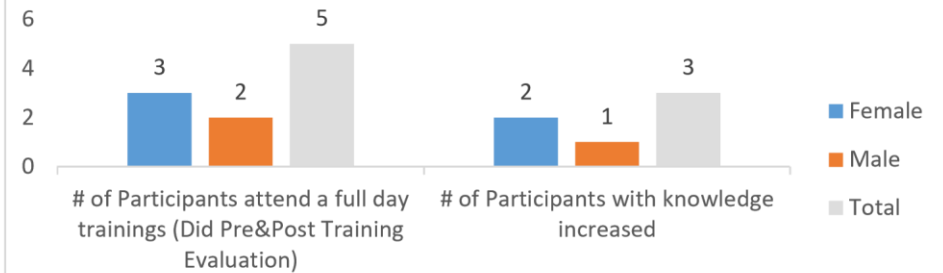
No any attendees who took the post-training evaluation achieved a perfect score 11 out of 11.

3 attendees who took the post-training evaluation achieved a higher score (≥ 9 to < 11).

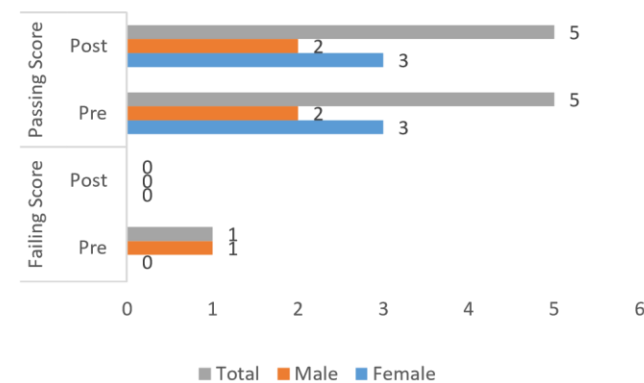
1 attendee did not attend full-day training.

Organization Name	Female	Male	Total
Cambodia Children's Trust (CCT)		1	1
Children in Families (CIF)	2		2
First Step Cambodia (FSC)		1	1
Mith Somlanh (MS)	1		1
M'Lup Russey Organization (MRO)		1	1
Total	3	3	6

Number of Participants that Attended Full-day Training and have Increased Knowledge



Participant Scores during Pre- and Post- training



Count of Participant	Sex	
Post-Test Score	Female	M
Passing Score	3	2
>7 to <9	1	
>5.5 to <7		1
>=9 to <11	2	1
Not Doing Test		1
Total	3	3

Count of Participant	Sex		
Pre-Test Score	Female	Male	Total
Failing Score		1	1
3		1	1
Passing Score	3	2	5
>=9 to <11		1	1
>5.5 to <7	1	1	2
>7 to <9	2		2
Total	3	3	6

2.3 Summary of Participants with Increased Knowledge

Knowledge Status	Pre-Test Evaluation	Post-Test Evaluation	Female	Male	Total
Knowledge Increased	Failing Score	Passing Score		1	1
	Passing Score	Passing Score	2		2

- 60 percent or 3 (Female: 2/Male: 1) out of 5 attendees demonstrated increased knowledge of Human Resource Management.
- Two attendees who had a passing score during their pre-training evaluation received a higher score on their post-training evaluation.
- One attendee who failed the pre-training evaluation with a score between 2 and 5, achieved a passing score between 6 and 11 during their post-training evaluation. These attendees demonstrated an increase in scores of between 2 to 7 points.
- Note that 2 attendees did not increase their pre- and post-training evaluation scores. These individuals scored a passing grade of 8/11 and 10/11 during the pre-training evaluation. They respectively again scored 8/11 and 10/11 during the post-training evaluation.

Knowledge Stable	Passing Score	Passing Score	1	1	2
Not Full Attendance	Passing Score	Not Doing Test		1	1
Total			3	3	6

3. Participants' Feedback:

- Overall, the feedback we received from attendees which indicated that the participants were very pleased with the trainer (Sokanha In, 100% rated her as “very effective to effective”).
- 83% of respondents stated that they had acquired “very useful to useful” information that is new to them.
- 100% of respondents said that the quality and level of information in the course is just right.
- 67% of respondents stated that the length of this course is just right, while the rest said it is too short
- 100% of respondents said that their time was utilized wisely by attending the training and they would recommend the training program to others.
- 83% of respondents said that would attend the training again if we offered other training topics and the other did not provide any comments.

- 50% of respondents stated that the training venue and refreshment (lunch and refreshment) “very satisfactory to satisfactory”.
- The aspects of the course that respondents would like to see in future training are using example (50%) and group activity (67%) and individual exercise (33%) and some did not provide information.

Annex 2: Training on Financial Planning, Budgeting, and Tracking System for NGOs

Start Date: 10-Oct-2017

End Date: 10-Oct-2017

Venue: Aphivat Strey Office

Hosted By: IESC/CBCLO Program

Trainers: Chakriya Chhun, CBCLO grants specialist

Audience : USAID Partners and other assisted organizations

Reported By: Leakhena Ith, CBCLO M&E manager

1. Purpose of training: To conduct training on budgeting management and financial tracking system
2. Result of training:

2.1 Summary of Assisted NGOs and Participants

100% or 4 out of 4 participants were categorized as youth (below 35 years old).
All participants based in Battambang provinces
3 local NGOs attended training on budgeting management and financial tracking system.
These NGOs are working under agriculture and health sectors.

2.2 Summary of Pre-Test and Post-Test Scoring
No pre- and post- training tests were conducted

2.3 Summary of Participants with increased knowledge
No pre- and post- training tests were conducted

Count of Participant			
Organizational Name	Female	Male	Total
Aphivat Strey (AS)		1	1
Operation Enfants du Cambodge (OEC)			
CBCLO Semi-Annual Progress Report FY2018 Q1-Q2	1		1
Ponleur Kumar (PK)	1	1	2
Total	2	2	4

Annex 3: Financial Planning, Budgeting, and Tracking System for NGOs

Start Date: 12-Oct-2017

End Date: 12-Oct-2017

Venue: HURREDO Office

Hosted By: IESC/CBCLO Program

Trainers: Chakriya Chhun, CBCLO grants specialist

Audience: USAID Partners and other assisted organizations

Reported BY: Leakhena Ith, CBCLO M&E manager

1. Purpose of the training: To conduct training on budgeting management and financial tracking system

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

Total number of participants who attended the training: 12 attendees (Female: 9/Male: 3).

50% or 6 out of 12 participants were categorized as youth (below 35 years old).

92% or 11 out of 12 participants based in Siem Reap, while the rest from Phnom Penh

5 local NGOs attended Training on Budgeting management and financial tracking system.

These NGOs are working under agriculture, environment, and health sectors.

2.2 Summary of Pre-Test and Post-Test Scoring

No pre- and post- training tests were conducted.

2.3 Summary of Participants with increased knowledge

No pre- and post- training tests were conducted.

Organizational Name	Female	Male	Total
Action for Development (AFD)	2		2
First Step Cambodia (FSC)	1	1	2
Human Resource and Rural Economic Development Organization (HURREDO)	3	1	4
Rural Economic & Agriculture Development Agency (READA)		1	1
Trailblazer Cambodia Organization (TCO)	3		3
Total	9	3	12

Annex 4: Training on Strategic Planning and New Opportunity Development

Start Date: 19-Oct-2017
End Date: 19-Oct-2017
Venue: Ratanakiri Restaurant
Hosted By: IESC/CBCLO Program
Trainers: Carol Yee, Kanava International chief operating officer
Audience: USAID Partners
Reported By: Leakhena Ith, M&E manager

1. Purpose of Training: To conduct training on Strategic Planning and New Opportunity Development
2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

Total number of participants who attended the training: 16 attendees (Female: 5/Male: 11).

31% or 5 out of 16 participants were categorized as youth (below 35 years old).
60% or 10 out of 16 participants based in Phnom Penh, while the rest from other provinces
15 local NGOs attended training on Strategic Planning and New Opportunity Development.
These NGOs are working under agriculture, environment, health, and human right sectors

Count of Participant			
Organizational Name	Female	Male	Total
Agriculture Technology Services Association (ATSA)	1		1
Buddhism for Health (BFH)		1	1
Cambodia Children's Trust (CCT)		1	1
Cambodian Center for the Protection of Children's Rights (CCPCR)		1	1
Cambodian Women for Peace and Development (CWPD)	1		1
Community Health and Development Action (CHADA)		1	1
Environmental Protection and Development Organization (EPDO)		1	1
Key for Social Health Education Road (KOSHER)		1	1
Komar Rikreay Association Center (KMR)	2		2
Korsang		1	1
Poor Family Development (PFD)		1	1
Salvation Centre Cambodia (SCC)		1	1
Sovann Phoum (SP)		1	1
Trailblazer Cambodia Organization (TCO)		1	1
WaterSHED	1		1

Total	5	11	16
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2.2 Summary of Pre- and Post-Training Scores

5 attendees received a failing score (<5.5) during the pre-training evaluation and all of them achieved a passing score during the post-training evaluation. None of attendees was still received a failing score
14 attendees achieved a passing score during post-test evaluation training.

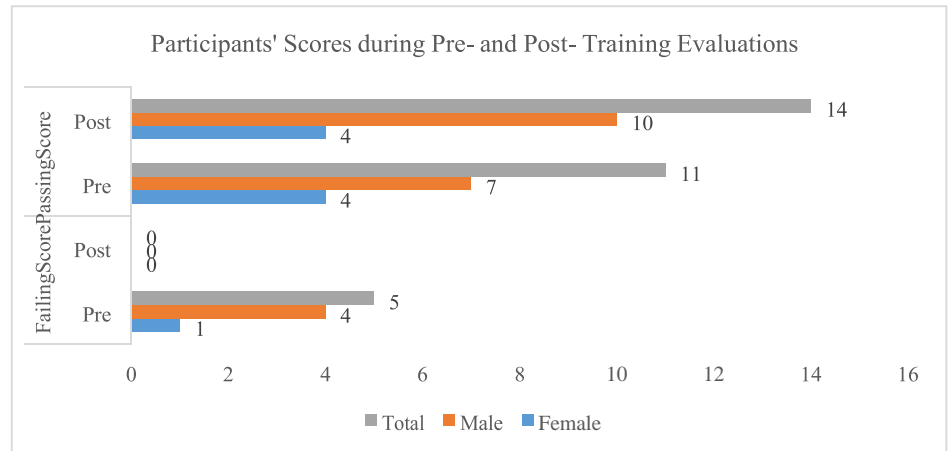
No any attendees who took the post-training evaluation achieved a perfect score 11 out of 11.

3 attendees who took the post-training evaluation achieved a high score (≥ 9 to <11).

2 attendees did not attend full-day training

Count of			
Pre- Failing Score	1	4	5
>3 to ≤ 5.5	1	4	5
Passing Score	4	7	11
>3 to ≤ 5.5		2	2
>5.5 to <7	1	3	4
>7 to <9	3	2	5
Total	5	11	16

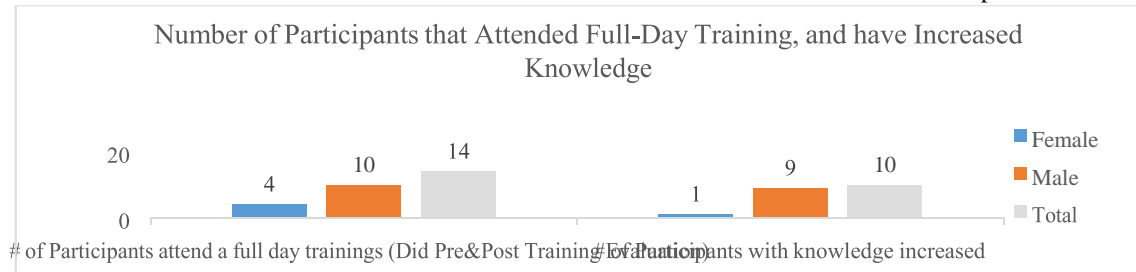
Participant
Test Score Female Male Total



Count of			
Participant			
Post-Test Score	Female	Male	Total
Passing Score	4	10	14
>7 to <9	2	3	5
>5.5 to <7	2	4	6
≥ 9 to <11		3	3
Not Doing Test	1	1	2
Total	5	11	16

2.3 Summary of Participants with Increased Knowledge

- 71% or 10 (Female: 1/Male: 9) out of 14 attendees, who attended a full day training demonstrated increased knowledge of Strategic Planning and New Opportunity Development.
- 5 attendees who had a passing score during their pre-training evaluation received a higher score on their post-training evaluation.
- 5 attendee who failed the pre-training evaluation with a score between 2 and 5, achieved a passing score between 6 and 11 during their post-training evaluation. These attendees demonstrated an increase in scores of between 2 to 7 points.



Count of Participant					
Knowledge Status	Pre-Test Evaluation	Post-Test Evaluation	Female Male Total		
Knowledge Increased	Failing Score	Passing Score	1	4	5
	Passing Score	Passing Score		5	5
Knowledge Stable	Passing Score	Passing Score	3	3	6
Knowledge Decreased	Passing Score	Passing Score		1	1
Total			5	11	16

3. Participants' Feedback

- Overall, the feedback we received from attendees which indicated that the participants were very pleased with the trainer (Carol Yee, 100% rated her as “very effective to effective”).
- 91% of respondents stated that they had acquired “very useful to useful” information that is new to them.
- 91% of respondents said that the quality and level of information in the course is just right, while the rest said it is too much.

- 64% of respondents stated that the length of this course is just right, while the rest said it is too short
- 100% of respondents said that their time was utilized wisely by attending the training and they would recommend the training program to others.
- 100% of respondents said that would attend the training again if we offered other training topics.
- 100% of respondents stated that the training venue and refreshment (lunch and refreshment) “very satisfactory to satisfactory”.
- The aspects of the course that respondents would like to see in future training are using example (64%) and group activity (82%) and individual exercise (64%) and some did not provide information.

Annex 5: Training on Indirect and Overhead Costs Allocation

<u>Start Date:</u> 20-Oct-2017
<u>End Date:</u> 20-Oct-2017
<u>Venue:</u> CBCLO Office
<u>Hosted By:</u> IESC/CBCLO Program
<u>Trainers:</u> Raty Ouk, CBCLO COP
<u>Audience:</u> USAID Partners
<u>Reported By:</u> Leakhena Ith, CBCLO M&E manager

1. Purpose of Training: To conduct training on allocation of project cost

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

Total number of participants who attended the training: 7 attendees (Female: 5/Male: 2).
57% or 4 out of 7 participants were categorized as youth (below 35 years old).
71% or 5 out of 7 participants based in Phnom Penh, while the rest from other provinces.
4 local NGOs attended Training on Allocation of Project Cost.
These NGOs are working under health sectors.

Count of Participant			
Organizational Name	Female	Male	Total
Cambodia Children's Trust (CCT)	1	1	2

Children in Families (CIF)	2		2
First Step Cambodia (FSC)	1	1	2
M'Lup Russey Organization (MRO)	1		1
Total	5	2	7

2.2 Summary of Pre-Test and Post-Test Scoring

No pre- and post- training evaluation conducted.

2.3 Summary of Participants with increased knowledge

No pre- and post- training evaluation conducted.

Annex : 6 Workshop on Ecotourism

Start Date: 15-Jan-2018
End Date: 15-Jan-2018
Venue: Memory Café, Battambang
Hosted By: IESC/CBCLO Program
Trainers: Thong Aun, CBCLO senior local volunteer
Audience: USAID Partners
Reported By: Leakhena Ith, CBCLO M&E manager

1. Purpose of workshop: To conduct workshop on Ecotourism

2. Result of workshop:

2.1 Summary of Assisted NGOs and Participants:

Total number of participants who attended the training: 20 attendees (Female: 8/Male: 12).
35% or 7 out of 20 participants were categorized as youth (below 35 years old).
All participants based in Battambang Province.
2 local NGOs attended workshop on Ecotourism.
These NGOs are working under agriculture, environment, and health sectors.

2.2 Summary of Pre-Test and Post-Test Scoring

No pre- and post- training evaluation conducted.

2.3 Summary of Participants with Increased Knowledge

No pre- and post- training evaluation conducted.

Organizational Name	Female	Male	Total
Komar Rikreay Association Center (KMR)	6	1	7
<u>Village Support Group (VSG)</u>	<u>2</u>	<u>11</u>	<u>13</u>
Total	8	12	20

Annex 7: Training on Budget Management and Financial Tracking System

Start Date: 20-Feb-2018
End Date: 20-Feb-2018
Venue: Ratanakiri Restaurant
Hosted By: IESC/CBCLO Program
Trainers: Cecil Benjamin, CBCLO international volunteer
Audience: USAID Partners and other local NGOs
Reported By: Leakhena Ith, CBCLO M&E manager

1. Purpose of Training: To conduct Training on Budget Management and Financial Tracking System

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

Total number of participants who attended the training: 29 attendees (Female: 22/Male: 7).
52% or 15 out of 29 participants were categorized as youth (below 35 years old).
48% or 14 out of 29 participants were based in Phnom Penh, while the rest from other provinces
17 local NGOs attended training on Budget Management and Financial Tracking System.
These NGOs are working under agriculture, environment, health, and human right sectors.

Count of Participant			
Organizational Name	Female Male Total		
Action for Development (AFD)	1		1

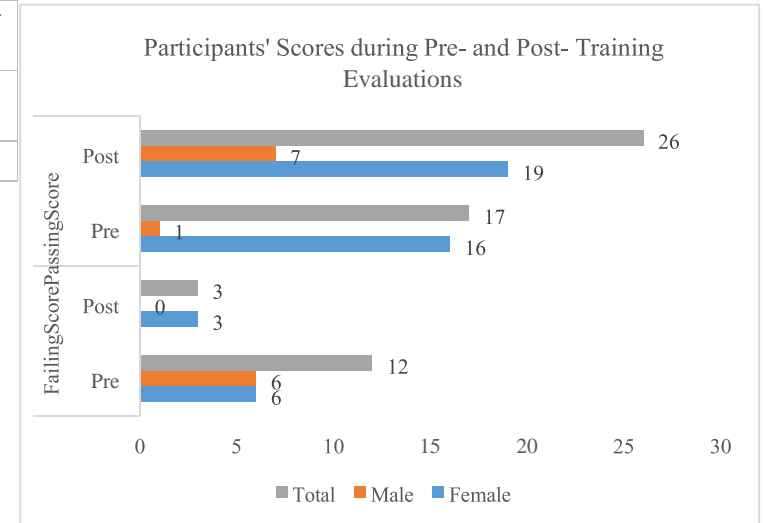
Chhouk Sor Association (CS)	2	2	
Children in Families (CIF)	2	2	
Community Managed Development Partners (CMDP)	1	1	
Cultural & Environment Preservation Association (CEPA) Environmental Protection and Development Organization (EPDO)	2	2	CBCLO Semi-Annual Progress Report FY2018 Q1-Q2
	1	1	
First Step Cambodia (FSC)	1	1	
Komar Rikreay Association Center (KMR)	3	3	
Men's Health Cambodia (MHC)		2	
Partners in Compassion (PC)		2	
Poor Family Development (PFD)		2	
Trailblazer Cambodia Organization (TCO)	2	2	
WaterSHED	2	2	

Total	22	7	29
Agriculture Technology Services Association (ATSA)	1		1
Buddhism for Health (BFH)	1		1
Cambodia Children's Trust (CCT)	1	1	2
Cambodian Women for Peace and Development (CWPD)	2		2

12 attendees received a failing score (<5.5) during the pretraining evaluation and 10 of them achieved a passing score during the post-training evaluation.
26 attendees achieved a passing score during post-training evaluation.
3 attendees were still received a failing score during post-training evaluation.

Annex	:	8 attendees who took the post-training evaluation achieved a perfect score 11 out of 11.
	:	15 attendees who took the post-training evaluation achieved a high score (≥ 9 to < 11).
	:	None of attendees did not attended a full-day training

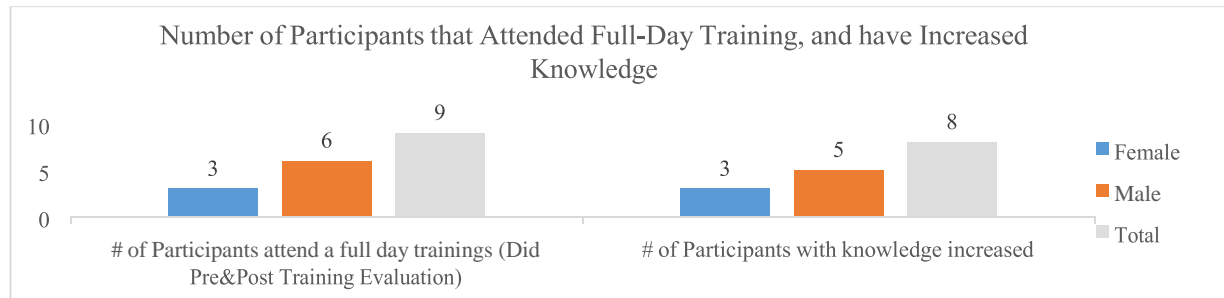
2.2 Summary of Pre-Test and Post-Test Scoring



Count of Participant Pre-Test Score	Sex Female	Male	Count of Participant Post-Test Score	Sex Female	Male	Total
Failing Score	6	6	Failing Score	3		3
>3 to <=5.5	5	6	>3 to <=5.5	3		3
3	1		Passing Score	19	7	26
Passing Score	16	1	11	7	1	8
>=9 to <11	1		>7 to <9		1	1
>5.5 to <7	12	1	>5.5 to <7	2		2
>7 to <9	3		>=9 to <11	10	5	15
Total	22	7	Total	22	7	29

2.3 Summary of Participants with Increased Knowledge

- 83% or 24 (Female: 17/Male: 7) out of 29 attendees, who attended a full day training demonstrated increased knowledge of Budget Management and Financial Tracking System.
- 14 attendees who had a passing score during their pre-training evaluation received a higher score on their post-training evaluation.
- 10 attendees who failed the pre-training evaluation with a score between 2 and 5, achieved a passing score between 6 and 11 during their post-training evaluation. These attendees demonstrated an increase in scores of between 2 to 7 points.



Knowledge Status	Pre-Test Evaluation	Post-Test Evaluation	Female	Male	Total
Knowledge Increased	Failing Score	Passing Score	4	6	10
	Passing Score	Passing Score	13	1	14
Knowledge Stable	Passing Score	Passing Score	2		2
Knowledge Decreased	Failing Score	Failing Score	1		1
	Passing Score	Failing Score	1		1
Knowledge Limited	Failing Score	Failing Score	1		1
Total			22	7	29

3. Participants' Feedback:

- Overall, the feedback we received from attendees which indicated that the participants were very pleased with the trainer (Cecil Benjamin, 79% rated him as “very effective to effective”).
- 93% of respondents stated that they had acquired “very useful to useful” information that is new to them.
- 69% of respondents said that the quality and level of information in the course is just right, while the rest said it is too little.
- 48% of respondents stated that the length of this course is just right, 48% said it is too short, and the others did not answer.
- 100% of respondents said that their time was utilized wisely by attending the training and 97% of them said they would recommend the training program to others.

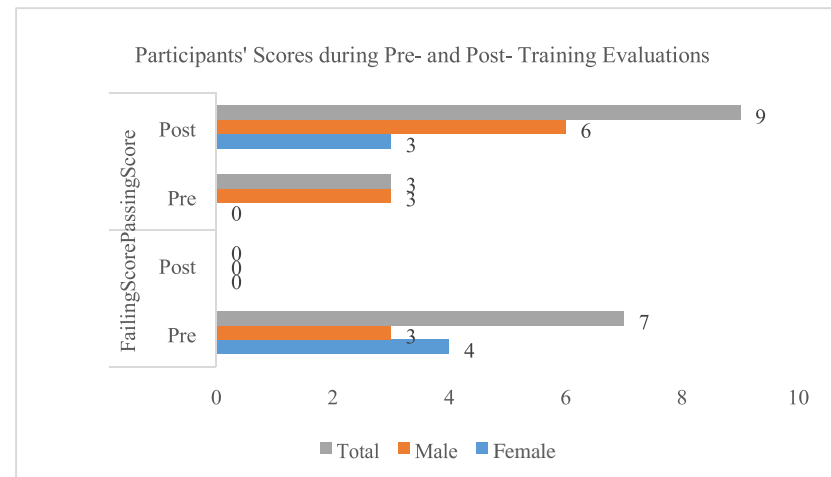
- 100% of respondents said that would attend the training again if we offered other training topics.
- 72% and 55% of respondents respectively stated that the training venue and refreshment (lunch and refreshment) “very satisfactory to satisfactory”.
- The aspects of the course that respondents would like to see in future training are using example (55%) and group activity (69%) and individual exercise (14%) and some did not provide information.
- Survey respondents made the following recommends as below:
 - ☐ Suggest to breakdown to small sessions and practice one by one
 - ☐ Request more practical sessions
 - ☐ Suggest to have more time focusing on discussion and providing more examples
 - ☐ Please give chance to participants to share their knowledge and discuss
 - ☐ Request for other training topics such as how to manage the donor report (budget vs. actual) linked to the budget plan

Annex 8: Training on the Basics of Financial Management Systems for NGOs

Start Date: 20-Feb-2018
End Date: 20-Feb-2018
Venue: KAPE, Kampong Cham
Hosted By: IESC/CBCLO Program
Trainers: Leakhena Ith, CBCLO M&E manager
Audience: USAID Partners
Reported By: Leakhena Ith, CBCLO M&E manager

1. Purpose of Training: To conduct training on monitoring and evaluation management
2. Result of Training:
 - 2.1 Summary of Assisted NGOs and Participants:

- Total number of participants who attended the training: 10 attendees (Female: 4/Male: 6). 40% or 4 out of 10 participants were categorized as youth (below 35 years old).
- 60% or 6 out of participants were based in Kampong Cham, while the rest from other provinces.
- 5 local NGOs attended Training on Monitoring and Evaluation Management.
- These NGOs are working under education sector.



2.2 Summary of Pre-Test and Post-Test Scoring

7 attendees received a failing score (<5.5) during the pre-training evaluation, but after the training, they achieved a passing score during the post-training evaluation.
9 attendees achieved a passing score during post-training evaluation.
No any attendees who took the post-training evaluation of 11.
3 attendees who took the post-training evaluation achieved a failing score.

Organization Name	Female	Male	Total
Kampuchean Action for Primary Education (KAPE)	4	6	10
Total	4	6	10

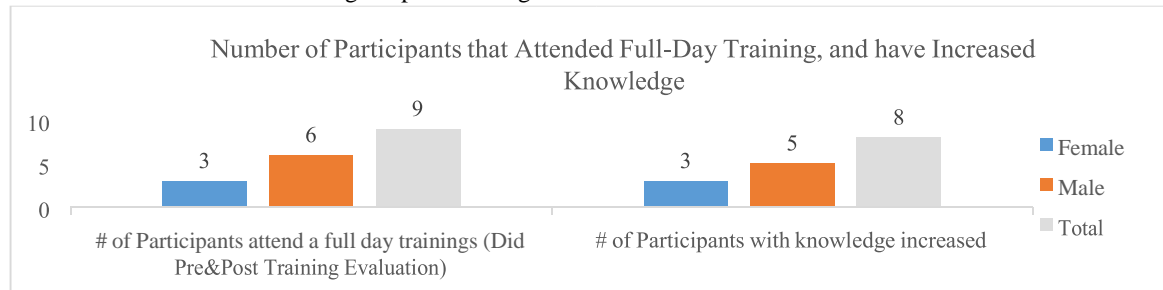
1 attendees did not attend full-day training.

Count of Participant	Sex			Count of Participant	Sex		
	Female	Male	Total		Female	Male	Total
Pre-Test Score				Post-Test Score			
Failing Score	4	3	7	Passing Score	3	6	9
>3 to <=5.5	4	3		>7 to <9	3	1	4
Passing Score		3		>5.5 to <7	2	2	
>5.5 to <7		2		>=9 to <11	3	3	
>7 to <9		1		Not Doing Test	1	1	
Total	4	6		Total	4	6	10

2.3 Summary of Participants with increased knowledge

- 89% or 8 (Female: 3/Male: 5) out of 9 attendees demonstrated increased knowledge of monitoring and evaluation management.
- 2 attendees who had a passing score during their pre-training evaluation received a higher score on their post-training evaluation.
- 6 attendees who failed the pre-training evaluation with a score between 2 and 5, achieved a passing score between 6 and 11 during their post-training evaluation. These attendees demonstrated an increase in scores of between 2 to 7 points.

- Note that 1 attendee did not increase their pre- and post-training evaluation scores. The individuals scored a passing point of 6/11. He again scored 6/11 during the post-training evaluation.



Knowledge Status	Pre-Test Evaluation	Post-Test Evaluation	Female	Male	Total
Knowledge Increased	Failing Score	Passing Score	3	3	6
	Passing Score	Passing Score		2	2
Knowledge Stable	Passing Score	Passing Score		1	1
Not Full Attendance	Failing Score	Not Doing Test	1		1
Total			4	6	10

3. Participants' Feedback:

- Overall, the feedback we received from attendees which indicated that the participants were very pleased with the trainer (Leakhena Ith, 100% rated her as “very effective to effective”).
- 100% of respondents stated that they had acquired “very useful to useful” information that is new to them.
- 78% of respondents said that the quality and level of information in the course is just right, 11 % said too much and other said little.
- 33% of respondents stated that the length of this course is just right, while the rest said it is too short

- 100% of respondents said that their time was utilized wisely by attending the training and they would recommend the training program to others.
- 100% of respondents said that would attend the training again if we offered other training topics and the other did not provide any comments.
- 89% and 78% of respondents respectively stated that the training venue and refreshment (lunch and refreshment) “very satisfactory to satisfactory”.
- The aspects of the course that respondents would like to see in future training are using example (56%) and group activity (44%) and individual exercise (33%) and some did not provide information.

Annex 9: Training on Monitoring and Evaluation Management

<u>Start Date: 21-Feb-2018</u>
<u>End Date: 22-Feb-2018</u>
<u>Venue: KAPE, Kampong Cham</u>
<u>Hosted By: IESC/CBCLO Program</u>
<u>Trainers: Leakhena Ith, CBCLO M&E manager</u>
<u>Audience: USAID Partners</u>
<u>Reported By: Leakhena Ith, CBCLO M&E manager</u>

1. Purpose of Training: To conduct training on designing M&E data management system using advanced MS-Excel

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

- Total number of participants who attended the training: 13 attendees (Female: 3/Male: 10).
- 46% or 6 out of 13 participants were categorized as youth (below 35 years old).
- 62% or 8 out of 13 participants were based in Kampong Cham, while the rest from other provinces
- 1 local NGOs attended training on designing M&E data management system using basic advanced excel.
- These NGOs are working under education sector.

Organizational Name	Female	Male	Total
Kampuchean Action for Primary Education (KAPE)	3	10	13
Total	3	10	13

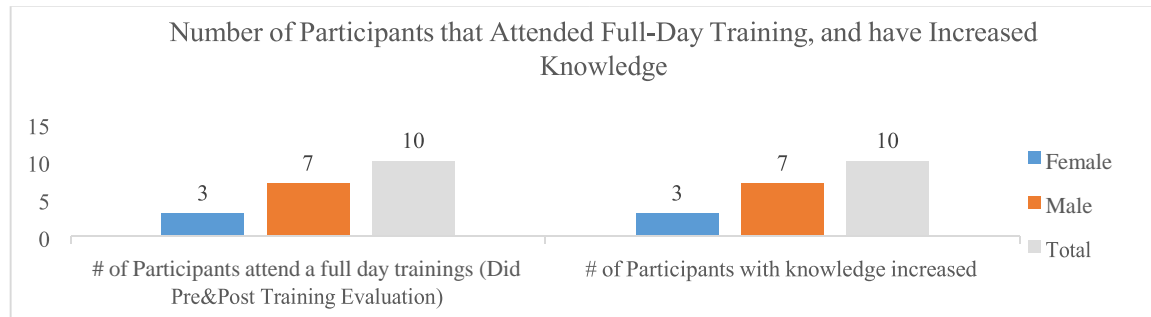
2.2 Summary of Pre-Test and Post-Test Scoring

10 attendees received a failing score (<5.5) during the pre-training evaluation and 9 of them achieved a passing score during the post-training evaluation. None of attendees was still received a failing score.
10 attendees achieved a passing score during post-training evaluation.
No attendee who took the post-training evaluation achieved a perfect score 11 out of 11.
4 attendees who took the post-training evaluation achieved a high score (>=9 to <11).
3 attendees did not attend full-day training.

Pre-Test Score	Female	Male	Post-Test Score	Female	Male	Total
Failing Score	3	7	Passing Score	3	7	10
>3 to <=5.5	1	1	>7 to <9	1	2	3
0 to <3		5	>5.5 to <7		3	3
3	2	1	>=9 to <11	2	2	4
Passing Score		1	Not Doing Test		3	3
>5.5 to <7		1	Total	3	10	13
Not Doing Test		2				
Total	3	10				

2.3 Summary of Participants with Increased Knowledge

- 100 % or 10 (Female: 3/Male: 7) out of 10 attendees demonstrated increased knowledge of designing M&E data management system using advanced excel.
- 1 attendee who had a passing score during their pre-training evaluation received a higher score on their post-training evaluation.
- 9 attendee who failed the pre-training evaluation with a score between 2 and 5, achieved a passing score between 6 and 11 during their post-training evaluation. These attendees demonstrated an increase in scores of between 2 to 7 points.



Knowledge Increased	Failing Score	Passing Score	3	6	9
	Passing Score	Passing Score		1	1
Not Full Attendance	Failing Score	Not Doing Test		1	1
	Not Doing Test	Not Doing Test		2	2
Total			3	10	13
Knowledge Status	Pre-Test Evaluation	Post-Test Evaluation	Female	Male	Total

3. Participants' Feedback:

- Overall, the feedback we received from attendees which indicated that the participants were very pleased with the trainer (Leakhena Ith, 100% rated her as “very effective to effective”).
- 100% of respondents stated that they had acquired “very useful to useful” information that is new to them.

- 80% of respondents said that the quality and level of information in the course is just right, while rest said it is too much.
- 33% of respondents stated that the length of this course is just right, while the rest said it is too short
- 100% of respondents said that their time was utilized wisely by attending the training and they would recommend the training program to others.
- 100% of respondents said that would attend the training again if we offered other training topics and the other did not provide any comments.
- 90% of respondents respectively stated that the training venue and refreshment (lunch and refreshment) “very satisfactory to satisfactory”.
- The aspects of the course that respondents would like to see in future training are using example (80%) and group activity (60%) and individual exercise (50%) and some did not provide information.
- Survey respondents made the following recommends as below:
 - ☐ Suggest to increase the length of training, so participants have more time to practice and trainer could provide comments of each project data collection tools and request to provide refresher training

Annex 10: Training on Financial Management for Non-Finance Managers

Start Date: 1-Mar-2018

End Date: 1-Mar-2018

Venue: Eden Park Restaurant

Hosted By: IESC/CBCLO Program

Trainers: Jeanette Korporaal; Cecil Benjamin, CBCLO international volunteer

Audience : USAID Partners

Reported By: Leakhena Ith, CBCLO M&E manager

1. Purpose of Training: To conduct Training on Financial Management for Non-Finance Managers

2. Result of Training:

2.1 Summary of Assisted NGOs and Participants:

Total number of participants who attended the training: 19 attendees (Female:

- 8/Male: 11).
- 37% or 7 out of 19 participants were categorized as youth (below 35 years old).
- 47% or 9 out of 19 participants were based in Phnom Penh, while the rest from other provinces
- 12 local NGOs attended training on Budget Management and Financial Tracking - System.

These NGOs are working under agriculture, environment, and health sectors.

-

Organization Name	Female	Male	Total
Agriculture Technology Services Association (ATSA)	1		1
Angkor Hospital for Children (AHC)		1	1
Buddhism for Health (BFH)		1	1
Cambodia Children's Trust (CCT)		3	3
Children in Families (CIF)	2		2
Conserve Indigenous People Languages (CIPL)		1	1
Komar Rikreay Association Center (KMR)	2		2
Korsang (KS)		2	2
Open Institute (OI)		1	1

Partners in Compassion (PC)	1	1	
Poor Family Development (PFD)	1	1	
WaterSHED	3		3
Total	8	11	19

2.2 Summary of Pre-Test and Post-Test Scoring

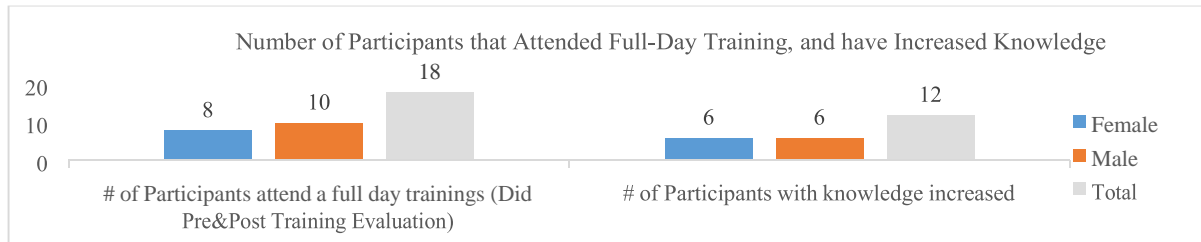
2 attendees received a failing score (<5.5) during the pre-training evaluation and all of them achieved a passing score during the post-training evaluation. None of attendees was still received a failing score.
18 attendees achieved a passing score during post-training evaluation.
1 attendee who took the post-training evaluation achieved a perfect score 11 out of 11.
9 attendees who took the post-training evaluation achieved a high score (>=9 to <11).
1 attendees did not attend a full-day training.

Pre-Test Score	Female Male		Post-Test Score	Female	Male	Total
Failing Score	2		Passing Score	8	10	18
			11		1	1
>3 to <=5.5	2	2	>7 to <9	1	1	2
Passing Score	8	9	>5.5 to <7	2	4	6
>=9 to <11	2	3	>=9 to <11	5	4	9
>5.5 to <7	2	4	Not Doing Test		1	1
>7 to <9	4	1				

11		1	1	
Total	8	11	19	
				Total 8 11 19

2.3 Summary of Participants with increased knowledge

- 67% or 12 (Female: 6/Male: 6) out of 18 attendees, who attended a full day training demonstrated increased knowledge of Financial Management for Non-Finance Person.
- 10 attendees who had a passing score during their pre-training evaluation received a higher score on their post-training evaluation.
- 2 attendees who failed the pre-training evaluation with a score between 2 and 5, achieved a passing score between 6 and 11 during their post-training evaluation. These attendees demonstrated an increase in scores of between 2 to 7 points.
- Note that 1 attendee did not increase their pre-and post-training evaluation scores. The individual scored a perfect score of 11/11. He again scored 11/11 during the post-training evaluation.
- Note that 5 attendees received a lower score during post-training evaluation when compared to pre-training test scores. These individuals have moved from their high score (≥ 9 to < 10) during their pre-training evaluation to their score (7-8) during post-training evaluation.



Knowledge Status	Pre-Test Evaluation	Post-Test Evaluation	Female Male		Total
Knowledge Increased	Failing Score	Passing Score		2	2
	Passing Score	Passing Score	6	4	10
Knowledge Stable	Passing Score	Passing Score		1	1
Not Full Attendance	Passing Score	Not Doing Test		1	1
Knowledge Decreased	Passing Score	Passing Score	2	3	5
Total			8	11	19

3. Participants' Feedback:

- Overall, the feedback we received from attendees which indicated that the participants were very pleased with the trainers (79% rated them as “very effective to effective”).
- 72% of respondents stated that they had acquired “very useful to useful” information that is new to them.
- 89% of respondents said that the quality and level of information in the course is just right, 6% said too much and other said too little.
- 78% of respondents stated that the length of this course is just right, while the rest said it is too short.
- 100% of respondents said that their time was utilized wisely by attending the training and they would recommend the training program to others.
- 100% of respondents said that would attend the training again if we offered other training topics.
- 89% and 78% of respondents respectively stated that the training venue and refreshment (lunch and refreshment) “very satisfactory to satisfactory”.
- The aspects of the course that respondents would like to see in future training are using example (83%) and group activity (33%) and individual exercise (17%) and some did not provide information.
- Survey respondents made the following recommends as below:
 - ☐ Suggest to invite both party of program and finance staff to join together
 - ☐ Suggest to have more practical sessions
 - ☐ Please provide more example to better understand

Annex 11: Focus Group Discussion

	9 Participants –3 AHEAD, 4 KMR, and 2 CCT
	Overall Observations and Analysis:

1	How do you typically get information (e.g., data, news) at your organization?	<p>SUMMARY</p> <ul style="list-style-type: none"> Email is an official way of collecting information while phone call is a quick way to get urgent information. Staff's meeting and orientation are common forms to get internal information for teams and new staffs respectively. Also cited others such as message, skype, staff meeting, orientation, and face to face. <ul style="list-style-type: none"> Email is used for a common formal information delivery form for all the participants. Phone call is informally used to gather information immediately from staffs and follow up with the daily works. It is always useful way to get urgent and additional information from field staff while no wireless network connection. Skype is used to communicate with partners. For instance, two participants said that they mostly used skype call, which can save cost for clarification partners related to using any templates/tools. All participants stated that team meetings are conducted weekly or monthly to update and get information. Staff's orientation is used to disseminate information internally to new staffs in terms of policy, guideline, and job description. One organization stated that face to face is also useful to get a detailed information from its beneficiaries.
2	How do you typically share information at your organization?	<p>SUMMARY</p> <ul style="list-style-type: none"> Participants stated that information is typically shared through meetings, staff orientation, letter, verbal communication, administration department, email, phone call, phone message, and SharePoint. Also cited as ways of sharing information-the social media (i.e. Skype). <ul style="list-style-type: none"> Most of participants reported that they shared information with staff and external stakeholders mostly via email. Letter is a formal form to invite local authorities and stakeholders. Some participants mentioned that team meeting are conducted for sharing work plan, new guideline, procedures, and issues. All participants stated that staff's orientation are used to share information internally to new staffs in terms of admin forms and policy. Phone message is common forms to share information to field staff, while skype to discuss and receive a details guideline from partner related any using tools/system. Phone call is usually used to confirm about the information after sharing through email and phone message. SharePoint and administration department are a source of storing information of Staff Leave Balance, any administration forms, policy, and guideline.
		<input type="checkbox"/> The participants involved at field stated face to face is more effective approach to communicate with social workers and beneficiaries.

3	What do you think about how information is shared at your organization?	<p>SUMMARY</p> <p><input type="checkbox"/> All participants stated that about 70 percent to 80 percent of information received are considered good. Some reasons were wireless connection issues, limitation of staff capacity, and some inadequacy and suspensions in the information that is shared.</p> <ul style="list-style-type: none"> • Most of participants said that email is always used to share and collect the information among the staffs. However, responsive rate is not always responsive due to no wireless connection. Phone call or message are continuously used to follow up and update the information even some information are already sent or confirmed by email. For instance, one participant mentioned that most of staffs are out of desk, so phone communication is the best way to keep information updated. • Four participants representing from one organization stated that their management teams are supportive and regularly follow up regarding to their works. • All participant said they understand that staff capacity is limited to perceiving the shared information. They agreed that staff should receive any refresher orientation of those information related staff policy, finance policy, any guideline and tools.
4	Do you know where to go (or from whom) within your organization to get information you need for your daily work?	<p>SUMMARY</p> <p><input type="checkbox"/> Participants stated that they obviously know where to get information by following the structure of their organizations and they were also oriented at the beginning of their employment, but where they go to get information depends on the type of information that they need and the various sources that are available. Usually they seek their direct supervisor first before going to others.</p> <ul style="list-style-type: none"> • Participants said that hard copy of the administration forms are filed and kept in a specific place, so everyone can access and they are encouraged to make copy of their own for next time purpose. • Leave balance were updated either weekly and monthly and sent to all staffs for their information • Every staffs know that before making request to purchase any needed items, they have to check with the available budget, then they can submit procurement plan to finance office to check and to get the approval from management teams. • Participant said that they follow their organizational threshold of purchasing goods or service. • Participants stated that most of their performance indicators tracking sheet and reporting templates were developed by donors. They have followed a guidance or instruction from their donors. The way of collecting information is followed the structure of their organization. For example, field officers directly collect data from social worker and their beneficiaries and send those information to project manager for consolidation for reporting to executive director.
5		<p>SUMMARY</p>

	How long does it usually take you to get information you need within your organization?	<p><input type="checkbox"/> Participants stated the length of time is based on the type of information required and the sources that must be consulted. Obtaining data from the system it may take about 10-15 minutes and data without system in place it may take as long as 2 days.</p> <ul style="list-style-type: none"> • Most of respondents said they can access for any administration forms or tasks immediately for daily activities because most of the staff is always provided the orientation at the first employment period on how/where to find and get this information. • Three participants representing from one organization mentioned that the supported systems from CBCLO team made them easily to generate information based on their needs. An executive director of this organization said that she uses the project data management system to generate data for reporting to donors and respond to donor's requirement. It helped her to reduce length from 3 days (manually consolidated data from her staff) to about 10 minutes. One of her staff in charge in admin and finance also said that the payroll system in place helped him recent months to prepare staff payroll (only 5 staff members, take only 10 minutes. Before, he spent almost 2 days. • Another for four participants from one organization stated that they took about 2 days to submit the beneficiaries' data of three year to executive director due to without any appropriate data tools to generate those information.
6	Do you usually find what you need? How often does this happen?	<p>SUMMARY</p> <p><input type="checkbox"/> Participants stated that they usually get what they need from staff, because they know how/where to get information and if information that they received is not needed, they would reconfirm or seek clarification from the information providers. Some participants also cited that some challenges of getting the wrong information or inadequate information are due to miscommunication between staff and management, staffs' limited capacity, and lack of resources to work on specific tasks.</p> <p>All participants said that they have no problem with seeking for information, just faces some challenges as bellow:</p> <ul style="list-style-type: none"> • Some of respondents said sometimes information given or required by highest management is not easy to understand hard or inadequate due to their limited capacity, so they seek clarification from their supervisors/senior management. • Oother participants said that they faced challenge of filling out information required by donors due to miscommunication and without clear structure or guideline; however, this case was rarely met and just the beginning of project implementation. • Some of participants stated that they sometimes face the challenge of getting the inadequate and wrong information, given from field staffs. For example, the provided data is inaccurate or inadequate, so it takes times to clarify and support.
7	What is your role in making decisions about	<p>SUMMARY</p> <p><input type="checkbox"/> Participants stated that the decisions are depended on the organization's management levels, organization's policy, the threshold approval policy and the available of budget plan. The staff can propose the idea, but the management make decision. The highest decision mostly is made by Executive Director.</p>

	resources in your organization? Follow-up: Who gets a say about resources and who makes the ultimate decision?	<ul style="list-style-type: none"> • Most of participants said that all staff can give their thought regarding to policy and guideline and the management make decision, i.e: finance manager can approve within their section up to \$250, program manager can approve the program expenses up to \$500. • Some participants said that they can make any decision according to the activities plan linkage with the budget within their authority level. • Another participant said she informed executive director if she made any decision related to her subordinates' requests. • The decision related to procurement process is depended on the policy of threshold approval.
8	What happens when an activity or event sponsored by your organization is not considered a success? Why the project fail?	<p>SUMMARY</p> <p><input type="checkbox"/> The participants indicated that they have experience postpone activities, budgeting variance, and reporting any reasons that they believe may have caused an activity to underperform. The most common cause for underperformance related to program activities is natural disasters (i.e. flood, raining session), late funding approval from donors, and local authority issues.</p> <ul style="list-style-type: none"> • All participants have experience having to postpone activities to the following month(s) or year(s), they also have experience in explaining these delays to donors. • The participants from operation unit mentioned they have experience on explanation a number of reasons that caused the budget variance that received from program staff related any delayed project activities. • Participants stated that some of the project activities have been delayed because the project was carried on during the raining season (i.e. flood); however, the bought materials did not affect as they would be used for the postpone activities.
9	What happen if you make a mistake at work?	<p>SUMMARY</p> <ul style="list-style-type: none"> • Participants stated that as they are managers, they provide advice to any subordinates who make small mistakes (i.e. budget code error, data error) and offer recommendations of how they can improve. • The participants also cited that they would admit making a mistake and discuss with supervisors to find solution if small mistake.

		<ul style="list-style-type: none"> • As a manager, participant noted that: • If mistakes are small (i.e. human error, inaccurate or inadequate data, budget code error), they ask reasons, tell to avoid those mistakes, and offer advice how to make it better. • They participants also mentioned that when mistakes happen, blame on another is not the solutions. They gave staff/team advice for improving. <p>As a staff, participants noted that</p> <ul style="list-style-type: none"> • They admit their mistakes and report to our supervisors. • Thee participants stated that small mistakes (i.e. budget code, lack of information, data error, and data analysis), they adjust immediately by themselves or within the team level. • They take their mistake as lesson learn but try to find any methods or accurate way in collecting data. They have monthly meeting to discuss this challenge – open discussion to solve the problem together.
10		SUMMARY
	How would you rate our assistance quality? To what extend do you	<input type="checkbox"/> Overall, participants were very satisfied (80 percent- 90percent) with supports given by IESC/CBCLO so far through training and technical assistance. Their knowledge have gained a lot such as on the revised policy, financial and human resource management, and data management system using excel program.

	<p>believe that CBCLO help improved your organization?</p> <p>What do you need more from the program?</p>	<p>All respondents stated that they are very appreciate with the supports given by IESC/CBCLO program and rate our assistance quality (80 percent- 90percent). They briefly mentioned that:</p> <ul style="list-style-type: none"> • Three participants from one organization mentioned that their organization has been improved after receiving supports from IESC/CBCLO team related to tools/systems and they are really appreciate with the IESC/CBCLO team. One staff in charge in admin and finance said recent months he spent only 15 minutes to prepare staff salary, tax calculation, NSFF, pay slip, and bank transfer. An Executive Director said she very grateful with a guidance and high commitment from CBCLO team. She also said that her organization has improved the M&E data management system of CMEP project (i.e. internal M&E plan, data collection tools, and analysis). Based on this system, staff regularly keep tracking data and she can generate data as per donor's requests, reduced form 2-3 days to 10 minutes. A field Officer said that her knowledge in using excel improved including using filter and functions. • One participant from another organization said that since IESC/CBCLO team conducted assessment and they have been strengthening the organizational policies, procedures, and system. She is very appreciate with the IESC/CBCLO team that assisted on revising their organizational policy (i.e. finance, admin, HR) which are very important for the organizations to have clear guidance for both management and staff. Almost 70% of supports received. The M&E supports is great both getting knowledge and practice related the real organizational data collection tools. Other filed officer from this organization indicated that they are very grateful to receiving this M&E technical support and the facilitator pay attention, is very friendly, and has strong commitment in providing them a guidance on developing tools tracking data. <p>Participants have made their recommendation and suggestions as following:</p> <ul style="list-style-type: none"> • Provide technical assistance if they required related to data analysis • Provide technical supports in improving their organizational M&E data management system as it is under development process. • Provide technical assistance on improving their organization policies, procedure, and systems
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Annex 12: Work Plan

N°	Activity Description	October 1, 2017 – September 30, 2018												Y5 Target	S1-Y5 (Oct 17-Mar 18)			Deliverables
		O	N	D	J	F	M	A	M	J	J	A	S		Target	Actual	Status	
1	Outreach and Collaboration																	
1.1	Promote CBCLO Facebook page	x	x	x	x	x	x	x	X	X	x	x	x	N/A	N/A	N/A	=	Ongoing activity
1.2	Collaboration with USAID’s partners	x	x	x	x	x	x	x	X	X	x	x	x	N/A	N/A	N/A	=	Ongoing activity
2	Strengthening the Institutional Capacity of Local Organizations																	
2.1	Assessment of local organizations																	
2.1.1	ISD™ assessment and capacity development plans development (baseline)		2	2	2	2								8	8	6	=	-CBCLO team had reached to Krousar Thmey and Open Institutes many times (include verbally and emailing), they are not interested and do not need our assistances. According to the check-in discussion with AOR on Jan 22, 2018, we agreed to drop these two organizations. - 6 Baseline Assessment to AHEAD, KMR, KS, KAPE, MHC, and ANKO.
2.1.2	Follow-up ISD™ assessment (after completing activities outlined in capacity development plan)							2	2	2	2	2	2	12	0	5	+	- 4 WI-CTIP's partners (CCPCR, CEDAC, LSCW, and SP) and CHADA
2.1.3	Submit qualitative reports						5								5	5	Will be submitted	FSC, ATSA, TCO, CEPA, and PKH

2.2	Provide training to local NGOs to improve financial, administrative, procurement, M&E, and			20	20	20	20	10	10	20	10	20	10	160	80	136	Done	136 of participants (67 male; 69 female)
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N°	Activity Description	October 1, 2017 – September 30, 2018												Y5 Target	S1-Y5 (Oct 17-Mar 18)			Deliverables
		O	N	D	J	F	M	A	M	J	J	A	S		Target	Actual	Status	
	organization management																	
2.3	Develop and/or update training curriculum and materials																	
2.3.1	Develop new training curriculum													None		3	+	1. Basics for a Financial Management System for NGOs 2. Financial Management for Non-Finance Person 3. Ecotourism
2.3.2	Update training curriculum			1	1	1	1		1	1		1		7	4	6	+	1. Human Resource Management, 2. Financial Planning, Budgeting and tracking system for NGOs, 3. Indirect cost and fair share allocation, 4. Strategic Planning and New Opportunity Development, 5. Monitoring and Evaluation Management, 6. Designing M&E data management system using advanced excel
2.4	Provide technical assistance to local USAID NGOs to improve financial accountability, management systems, M&E, etc.		3	3	3	3	4	2	2	2	1	3	3	29	16	41	+	41 NGOs received technical assistances

2.5	Use of Volunteers																	
2.5.1	Local volunteers					2					2			4	2	0	X	Less candidates applied for this volunteer assignment. The recruitment candidates

N°	Activity Description	October 1, 2017 – September 30, 2018												Y5 Target	S1-Y5 (Oct 17-Mar 18)			Deliverables
		O	N	D	J	F	M	A	M	J	J	A	S		Target	Actual	Status	
																		passed new job opportunity.
2.5.2	International volunteers					1	1	1	1	1				5	2	2	=	- Cecil Benjamin is improving on assisted local's FM systems. - Due to paper work being processed (after getting approval from USAID on March 13, 2018), it has led to a delay in the date of it being completed because we need to find the reasonable flights. 2 Intl.volunteers: Laurent Alter arrived on Mar 31 and Lisa Gihrinig arrived on April 01. They will start their assignments on April 02
2.6	Networking event						1							1	1	0	X	This activity is postponed to next semester.

Annex 13: Key Finding from ISD Assessments

Baseline Assessment	Key Findings	Risk Level	Capacity Development Plan (CDP)	Overall Analysis
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KMR	<ul style="list-style-type: none"> - No limited period and system to appoint, elect or remove boards, key roles/responsibilities of senior management team, staff recruitment, staff meeting, and updated organizational chart stated in by-laws. - No procurement, information technology, and asset management policy and procedure in place. Documentation on asset management, personnel files, and administrative tasks not well documented. - Finance team has limited knowledge in financial management and internal control. Cash management is at risk due to the volume in daily basis is too high (3000\$ vs 750\$ stated in policy). - Project M&E plan are not well functioning (only one project available). No organizational M&E plan developed and data management tracking to ensure accurate data. Moreover, neither work plan nor internal tracking system developed as organizational, only following project guideline/templates, and progress data are they manually counted. - Website and Facebook page is available, but there is no specific person responsible to regularly update. - No SWOT analysis, key performance indicators, and budgets in strategic plan 2016-2018, and management team has been struggling in scaling up business development and cultivating potential partnership. - Management and staffs are not familiarized with USAID rules and regulations. 	Medium	<ul style="list-style-type: none"> - Technical assistance in revising by-laws to align with MoI requirement. - Technical assistance in developing policies and procedures and provide coaching in administrative tasks to ensure compliancy and secure documentation. - Technical assistance in revising finance policy and developing organizational budget and cash flow management - Training and technical assistance in developing organizational M&E Plan, work plan and data management system as a whole to be able to generate data for all the project requirement. - Training and technical assistance in public communication: Facebook page, website, and one pager by international volunteer. - Training and coaching on strategic plan, fund raising/business development (currently receiving virtual coaching from international volunteer - Susan Gurley) - Training and ongoing support on USAID rules and regulations 	<p>The organization has a strong background in project activities implementation, however it has been managed based on project in which the organization could not present their work as a whole including budget and program management. Computerized accounting system has been used, but staff capacity are limited.</p> <p>Data management should be better managed with data management tracking sheet with M&E and work plan to be developed as organizational and able to generate data for all indicators in each project.</p> <p>Program staff are too basic in using excel, so they are recommended to attend more training and practice more to improve quality of data management and tracking.</p> <p>Administrative management system should also be improved for more effectiveness during program implementation.</p> <p>Furthermore, public communication should be improved along with strategic plan and fundraising/business development for future sustainability.</p>
AHEAD	<ul style="list-style-type: none"> - Admin and Finance Manager is in charge of everything under operation including administration, procurement, bookkeeping, financial reporting, and overall office management, and also supported MIS system. We observed that these multi-tasking would not be able to get quality of work and also it is leading potential erroneous and non-compliance issues. - Policies (finance and procurement) are out of date, though there were additional memos but this is not in good practice and make confusion to staff as well as donors when it comes into implementation. The actual implementation doesn't reflect to the policies stated. 	High	<ul style="list-style-type: none"> - Provide coaching to admin/finance manager in re-arranging soft-copy filling properly to be able to access quickly, using excel spreadsheet to be more easily manageable, general administrative tasks, and developed tools to be easier and consume less time for routine work including payroll system, leave tracking, and follow up tracking sheet, cash & bank management and internal control system. - Technical assistance in reviewing and revising finance and procurement policies, and oriented to the staff. - Training on series M&E concepts and advance excel, and technical assistance in developing M&E Plan and data management system. 	<p>The organization has no much commitment to any change at this meantime due to funding constraint and admin and finance manager cannot allocate time for making any major change, only on job training provided that could take up some spare time for improvement later. It would take long time to support this organization.</p> <p>No specific person responsible for data management. Currently, each field officer collects and provides all data to ED for review, compile and report to donors, while staff capacity in M&E and data management are limited (i.e. M&E frameworks, data collection tools, system, analysis and report).</p>
Baseline Assessment	Key Findings	Risk Level	Capacity Development Plan (CDP)	Overall Analysis

	<ul style="list-style-type: none"> - No organizational M&E Plan in place. Project M&E plan are not well functioning (only one project available), no any trackers to generate data to support the current project implementation. All the data are manually counted (performance and activities) for reporting based on its donor's templates. - Not clearly stated of key functions/roles of boards, so that each board member seems not well understand their duties and less active to support organization. - No SWOT analysis, key performance indicators, and budgets in strategic plan 2016-2020. - Neither work plan nor internal tracking system developed as organizational, only following project guideline/templates, and progress data are they manually counted. - Neither public communication strategy nor any strategy to obtain multiple donors besides its exiting donors as well as new business opportunity being considered. - Management and staffs are not familiar to USAID rules and regulations. 		<ul style="list-style-type: none"> - Training on public communication - Training on fund raising/business development - Training and ongoing support on USAID rules and regulations 	Staffs have been invited to the training our program hosted in Phnom Penh, but no one participated so far.
KS	<ul style="list-style-type: none"> - Procurement policy does not include preferred vendor, services and product, sole source, and exceptional policy. - Finance manager has limited knowledge in managing financial recording in QuickBooks system. - No communication strategy in place. Website is available, but not updated for many years. - There is no own data management system in place, only one single source of funding since the beginning. - Strategic Plan is not up-to-date and incomplete. - Korsang got seed funding from USAID/Flagship through KHANA to start up a small business (motorbike washing and oil refilling, gasoline selling). The business has been started in early Dec 17, there is no guideline/procedure to manage this business income/expense produced. Currently, the executive director is managing all the income (until cashier hired). 	Medium	<ul style="list-style-type: none"> - Technical assistance in revising procurement policy and procedure. - Provide training and on job coaching to finance manager on QuickBooks system. - Support in developing strategic plan if any resource to work with our program. - Support in communication strategy if any resource to work with our program. - Support in developing business guideline to strengthening internal control and manage income/expense of the business properly. - Provide coaching on social business plan implementation for rehabilitation center. 	<p>Finance manager is able to only use QuickBooks following specific instruction from KHANA. She has no basic knowledge in adjusting or creating any new thing.</p> <p>Currently using KHANA's M&E system; however, that would not an issue when there is no support from KHANA.</p> <p>Management have neither willingness to develop excel sheet for data management and M&E system, nor strategizing communication. Furthermore, the current business operating funded by USAID/Flagship remain not properly managed due to funding cut since February 2018 through KHANA.</p>
KAPE	<ul style="list-style-type: none"> - No services, preferred vendor procedures, noncompetitive procurement, conflict of interest, exception were stated in policies and procedure. - Neither organizational M&E plan nor M&E data management system developed to easily tracking 		<ul style="list-style-type: none"> - Support in updating policies and procedures: adding the missing part including preferred vendor procedures, non-competitive procurement, conflict of interest exception policies. - Provide training on series M&E concepts and advance excel and technical 	KAPE has a very strong management team and system including financial management, documentation, policies and procedure fixed asset management and other admin and HR policies and procedures.

Baseline Assessment	Key Findings	Risk Level	Capacity Development Plan (CDP)	Overall Analysis
	<p>progress data. Project M&E plan and systems (data collection form, tools, analysis, and data quality process) are not in place for all project implementation.</p> <p>- The five-year strategic plan (2014-2019) was not well organized and included the important element such threat, performance indicator, and budget, precise results and process to achieve its objective and goals.</p>		<p>assistance in developing/improving organization and project M&E system</p> <p>- Support reviewing and recommending on the existing strategic plan.</p>	<p>With multiple project/funders and complexity, we strongly suggest KAPE to develop more advance M&E system as organizational, rather than project based.</p> <p>Staffs are quite clear on USAID rules and regulations in which there is no concern in compliance issue.</p>
MHC	<p>- By-laws was issued since 2006, not yet revised based on MoI outline requirement</p> <p>- Policies and procedures does not cover all the necessary aspects to ensure control efficiency including asset management, travel, human resource management, financial management, and procurement which might potentially leading to internal control deficiency and non-compliance issue.</p> <p>- Even the financial system of QuickBooks has been functioned, but the only one of two projects (FLAGSHIP) has been recorded into system. The other one using Excel Spreadsheet and admin/finance manager has limited capacity in using QuickBooks.</p> <p>- There is organizational data management system in place, only one single source of funding since the beginning. Field trip report are not consistently monitored from period to period.</p> <p>- Neither communication strategy in place nor website and social media in place for organization.</p> <p>- No any strategy to obtain multiple donor besides getting fund through KHANA. Business plan were developed with support from CBCLO program, but no implementation plan being performed.</p>	Medium	<p>- Technical assistance in revising by-laws to align with MoI requirement</p> <p>- Technical assistance in revising policies and procedures.</p> <p>- On job coaching in QuickBooks system.</p> <p>- Technical assistance in developing monitoring checklist and tracking system.</p> <p>- Technical assistance in improving public communication including developing one pager, social media strategy, and other promotional materials.</p> <p>- Technical assistance in revising the drafted strategic plan and business implementation</p>	<p>MHC has good performance and well adaptation to KHANA's policies, procedure, and system including personnel, finance, and M&E management. However, computerized system has not been used for all project. MHC has been committed to continue receiving support from CBCLO program in standardizing policies and policies and training on QuickBooks, and financial management.</p> <p>Public communication strategy, website, Facebook must be in place to promote its reputation in order to get multi-donors. The management has been putting effort in improving through attending training and technical assistance from the program.</p>
ANKO	<p>- By-law not updated following the outline required by MoI.</p> <p>- Procurement policy just stated only a little bit that buying more than 250\$ required to have three quotations. There is clear procedure and roles and responsibilities.</p> <p>- No salary scale, no performance review procedure, and per diem rate not up-to-date, benefits to staff are not compliance to labor laws</p> <p>- The five-year strategic plan (2013-2018) need to be updated and reflected to current and future plan and include performance indicators, targets, SWOT and budget.</p>		<p>- Technical assistance in revising/updating policies and procedure (including finance, procurement, and personnel) to meet the minimum standard if there is someone assigned to work on it.</p> <p>- Technical assistance in revising/updating strategic plan</p> <p>- Provide coaching in using advance excel, using filter and data analysis.</p>	<p>ANKO has strong leadership, even finance and M&E working only part time, but all the project have been managed well and following funder's requirement. However, the policies are not updated, while current practice is following funder's rules. We encourage ANKO to work on policies updating to reflect to the current implementation as well as meeting the standard for future funding application.</p> <p>ANKO is currently facing funding issue, could not commit to make improvement on the part that are not mandatory and anything related to any cost associated. The organization could afford to pay</p>

Baseline Assessment	Key Findings	Risk Level	Capacity Development Plan (CDP)	Overall Analysis
	<ul style="list-style-type: none"> - No communication strategy in place and website not updated (inactive for recent months). - Neither organizational M&E plan nor data tracking developed. 			<p>finance officer and M&E officer part time work only.</p> <p>To what extent, for future sustainability, ANKO should strategize public communication to raise profile of the organization to the potential funders.</p>
CCPCR	<ul style="list-style-type: none"> - Awards agreement and personnel files not properly documented. - Asset physical count and its reconciliation not routinely conducted. - Tax on salary remains not remitted to tax department. Under process, waiting for approval on the office address updates from MoI. - Neither organizational work plan nor M&E Plan developed due to CTIP funding suspended, no staff responsible for that. - Due to funding constraint, no staff responsible for updating social media. - Only single source of funding from Winrock-CTIP project. - Staff's knowledge in USAID rules and regulations are very limited. 	Low	<ul style="list-style-type: none"> - - - - Technical support on project award documentation, personnel files. - Provide coaching on asset physical count and reconciliation. - Continue technical assistance on developing data management tracking system, and developing organizational M&E system. 	<p>CCPCR have improved the overall scoring from 0.87 to 0.91 during baseline and follow-up assessment respectively. After partnership with CBCLO program, management team proof their commitment in improving internal control throughout the policies and procedures revision included travel, asset management, information technology including disaster recovery plan, human resource management (code of ethics, conflict of interest, effective in recruitment process, personnel management, and compliance to local Cambodian labor. Moreover, financial management has bene proper monitored and documented.</p> <p>For future sustainability, CCPCR should invest some budget in strategizing public communication to raise profile of the organization to the potential funders/investors.</p>
SP	<ul style="list-style-type: none"> - No gender diversity in board composition, no system to appoint, elect or remove. Also, no board meeting were regularly conducted as stated in by-laws (3 times/year), and no roles responsibilities stated for each board member. - Personnel records were not fulfilled and organized properly. - No global budget and cash flow developed - Organizational work plan and M&E plan remain not developed. M&E data management system not able to capture all aspects as organizational wide including (i.e. training events, number of beneficiary, and beneficiary's impacts after supporting...). Thus, program staff are facing challenges in consolidating/generating a wide data for organizational report. It's been manually counted. - The five-year strategic plan (2015-2019) need to be updated and reflected to current and future plan and include performance indicators, targets, SWOT and budget. 	Low	<ul style="list-style-type: none"> - - - Technical assistance on reviewing and revising by-laws - Provide coaching in personnel files management - Technical assistance in developing global budget and cash flow forecasting - Continue technical assistance on developing data management tracking system, and developing organizational M&E system. - Technical assistance in reviewing and improving strategic plan. 	<p>SP has moved their score from 0.85 medium risks to 0.93 low risk organization through their efforts in improving weakness found during baseline assessment on improvement of policies and procedures of administration, finance, personnel, and procurement. All auditing findings were addressed and tracked for improvement and follow up. Management and staff member are well understood on USAID rules and regulations such cost principle, emoney and some standard provision, threshold of mandatory audit requirements.</p>

LSCW	- Tax on salary, and other tax requirement remain not withheld remitted to tax department.	Low	- Continue supporting finance team to establish policies to safeguard payments.	LSCW has made minor improvement in the revision of by-law, strategic plan, IT policies, of human resource policies and procedures (including recruitment
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Baseline Assessment	Key Findings	Risk Level	Capacity Development Plan (CDP)	Overall Analysis
	<ul style="list-style-type: none"> - Finance manager does not proof most of the required documents to ensure the processes indicated in the policies have been implemented. - No global budget and cash flow developed - Organizational work plan and M&E plan remain not developed. M&E data management system not able to capture all aspects as organizational wide including (i.e. training events, number of beneficiary, and beneficiary's impacts after supporting...). - Neither communication strategic plan nor a responsible person to regular update Website and Facebook page. 		<ul style="list-style-type: none"> - Technical assistance in developing organizational M&E system and continuously supports on improving few project M&E systems - Review and revise by-laws, strategic plan, and communication strategy 	<p>process and personnel management), and improving few project data tracking systems, resulting in no change in the overall score caused by:</p> <ul style="list-style-type: none"> - No improvement made due to LSCW team has limited resources and time - Staff were not open enough, and not able to proof the requested documentations during follow up assessment period
CEDAC	<ul style="list-style-type: none"> - New HR officer is newly recruited, so not able to proof-read enough documentations. - Neither regularly conducted board meeting as stated in by-laws nor updated the organizational chart to reflect current line authorities. - Tax on salary are not withheld and remitted to tax department. - No any action taken to address their areas weakness in financial and M&E management. - Financial transactions not posted regularly in accounting system. - At least three procurements were not compliant to its organization's procurement policies and procedures once the threshold reach the amount that need to make the request for quotations, comparison analysis, PO/contact. They are also did not accompany by purchase request. (PV0100, 0105, 0106-purchased more than \$750). - Neither organizational M&E plan nor work plan in place. The organization has internal monitoring template to captures the progress all project sites; however, this system not able to generate all aspects as organizational level including (i.e. training events, number of beneficiary, beneficiaries impacts after supporting). For future improving M&E system, the organization should strengthen the data collection tools (template, tacker, field oversight checklist) at provincial sites in order to improve the data quality. - There is ongoing business development plan (skin-care products) but have been struggling with capital to start up. 	Low	<p>Technical assistance in personnel files management, established personnel records checklist, orientation checklist, reference checklist, exit interview checklist. And follow up the ensure the action being taken</p> <p>Technical assistance in revising financial management policies: safe guard of payments and records control, effective in cash Management include, threshold and surprise cash count and policies to deal with exception.</p> <p>Technical assistance in procurement policies and procedures, and practice across the organization to be standardize.</p>	<p>CEDAC has made minor improvement over their policies and procedures of administrative/human resources management, resulting in the same score. The organization well established travel policies and procedures, the perdiem rate is determined, travel approval has been requested before departure, trip report is requested to have once per-diem and transport being claimed...etc. This guidance is being followed.</p> <p>The organization is lack of quality assurance to each individual project on procurement compliancy. No, internal control verification made to ensure the policies have well performed across the organization.</p>

Baseline Assessment	Key Findings	Risk Level	Capacity Development Plan (CDP)	Overall Analysis
CHADA	<p>At the time we were conducting follow up assessment we found out that CHADA (changed name to PFDA) is lack of internal control over the financial management, administration, human resource management:</p> <ul style="list-style-type: none">- The recent year documents have not been properly filled/organized including personnel filling, minutes for boards meeting, asset management, due to no administrative/finance staff who are fully responsible which is leading to insufficient control over administrative tasks including documentations.- Financial records and reports are not available to review (a part time finance person works only on weekend, according to the Executive Director)- Procurement has been made by anyone, without going through the process.- There is no M&E system/data tracking tool in place in which data reported to funders are manually counted.- Strategic plan have not yet been updated since 2016	Medium	<ul style="list-style-type: none">-- Continue coaching on personnel files management, and overall concept of human resource management- (orientation checklist, exit interview checklist, and reference check) <p>Support on developing cash flow forecasting</p> <p>Support on producing monthly financial report</p>	<p>Due to the funding issue, it is resulting in segregation of duties and no one fully responsible for finance and administrative tasks which could potentially leading to fraud/noncompliance to internal and funder's regulation. All the staff member and management are fully occupied with the project implementation, no space to make any improvement at this meantime.</p>

Annex 14: List of Assisted Organizations Receiving Trainings

No	NGO Name	AM	FM						M&E			OM			Grand Total
		Human Resource Management	Fair Share Allocation of Projects Cost	Budget Management and Financial Tracking System			Financial Management for Non-Finance Person	Total	M&E Management	Designing M&E data management system using basic advanced excel	Total	Ecotourism	Strategic planning & new opportunity development	Total	
		3-4 Oct-17	20-Oct-17	10Oct-17	12Oct-17	20Feb-18	1-Mar-18		20-Feb-18	21-Feb-18		15-Jan18	19-Oct-18		
1	Action for Development (AFD)				2	1		3							3
2	Agriculture Technology Services Association (ATSA)					1	1	2					1	1	3
3	Angkor Hospital for Children (AHC)						1	1							1
4	Aphivat Strey (AS)			1				1							1
5	Buddhism for Health (BFH)					1	1	2					1	1	3
6	Cambodia Children's Trust (CCT)	1	2			2	3	7					1	1	9
7	Cambodian Center for the Protection of Children's Rights (CCPCR)												1	1	1
8	Cambodian Women for Peace and Development (CWPD)					2		2					1	1	3
9	Chhouk Sor Association (CS)					2		2							2
10	Children in Families (CIF)	2	2			2	2	6							8
11	Community Health and Development Action (CHADA)												1	1	1
12	Community Managed Development Partners (CMDP)					1		1							1

13	Conserve Indigenous People Languages (CIPL)						1	1							1
14	Cultural & Environment Preservation					2		2							2

No	NGO Name	AM	FM						M&E			OM			Grand Total
		Human Resource Management	Fair Share Allocation of Projects Cost	Budget Management and Financial Tracking System			Financial Management for Non-Finance Person	Total	M&E Management	Designing M&E data management system using basic advanced excel	Total	Ecotourism	Strategic planning & new opportunity development	Total	
		3-4 Oct-17	20-Oct-17	10Oct-17	12Oct-17	20Feb-18	1-Mar-18		20-Feb-18	21-Feb-18		15-Jan18	19-Oct-18		
	Association (CEPA)														
15	Environmental Protection and Development Organization (EPDO)					1		1					1	1	2
16	First Step Cambodia (FSC)	1	2		2	1		5							6
17	Human Resource and Rural Economic Development Organization (HURREDO)				4			4							4
18	Kampuchean Action for Primary Education (KAPE)								10	13	23				23
19	Key for Social Health Education Road (KOSHER)												1	1	1
20	Komar Rikreay Association Center (KMR)					3	2	5				7	2	9	14
21	Korsang (KS)						2	2					1	1	3
22	Men's Health Cambodia (MHC)					2		2							2
23	Mith Somlanh (MS)	1													1
24	M'Lup Russey Organization (MRO)	1	1					1							2
25	Open Institute (OI)						1	1							1
26	Operation Enfants du Cambodge (OEC)			1				1							1

27	Partners in Compassion (PC)					2	1	3							3
28	Ponleur Kumar (PK)			2				2							2
29	Poor Family Development (PFD)					2	1	3					1	1	4
30	Rural Economic & Agriculture Development Agency (READA)				1			1							1
31	Salvation Centre Cambodia (SCC)												1	1	1

No	NGO Name	AM	FM						M&E			OM			Grand Total
		Human Resource Management	Fair Share Allocation of Projects Cost	Budget Management and Financial Tracking System			Financial Management for Non-Finance Person	Total	M&E Management	Designing M&E data management system using basic advanced excel	Total	Ecotourism	Strategic planning & new opportunity development	Total	
		3-4 Oct-17	20-Oct-17	10Oct-17	12Oct-17	20Feb-18	1-Mar-18		20-Feb-18	21-Feb-18		15-Jan18	19-Oct-18		
32	Sovann Phoum (SP)												1	1	1
33	Trailblazer Cambodia Organization (TCO)				3	2		5					1	1	6
34	Village Support Group (VSG)											13		13	13
35	WaterSHED					2	3	5					1	1	6
	Total	6	7	4	12	29	19	71	10	13	23	20	16	36	136

Annex 15: List of Assisted Organizations Receiving Technical Assistance

No	NGO Name	Administrative Management	Financial Management	M&E and Project Performance Management	Organizational Management	Procurement Management	USAID's Rules and Regulations	Total Hour
1	Action for Development (AFD)		2		3			5
2	Action for Health Development (AHEAD)	18		35				53
3	Agriculture Technology Services Association (ATSA)		11	3	7			21
4	Akphivath Neary Khmer Organization (ANKO)	1	1	4				6
5	Aphivat Strey (AS)		20	3				23
6	ASEAN Youth Leaders Association (AYLA)	4	2					6
7	Buddhism for Health (BFH)		2				1	3
8	Cambodia Children's Trust (CCT)		13	3				16

9	Cambodia Institute for Research & Rural Development (CIRD)	8	15	3				26
10	Cambodian Center for Study and Development in Agriculture (CEDAC)	27						27
11	Cambodian Center for the Protection of Children's Rights (CCPCR)	4	2	2				8
12	Cambodian Human Rights and Development Association (ADHOC)						14	14
13	Cambodian Women for Peace and Development (CWPD)	2	91	3				96
14	Chhouk Sor Association (CS)	39	9	2.5	13			63.5
15	Children in Families (CIF)	20	112.5					132.5
16	Community Managed Development Partners (CMDP)	23						23
17	Conserve Indigenous People Languages (CIPL)		17		1			18
18	Cultural & Environment Preservation Association (CEPA)			2				2
19	Environmental Protection and Development Organization (EPDO)		4.5	2	2.5			9
No	NGO Name	Administrative Management	Financial Management	M&E and Project Performance Management	Organizational Management	Procurement Management	USAID's Rules and Regulations	Total Hour
20	First Step Cambodia (FSC)	10	15		8			33
21	Forests and Livelihood Organization (FLO)	4	21					25
22	Housing Rights Task Force (HRTF)			2.5				2.5
23	Kampuchean Action for Primary Education (KAPE)	30		11		12		53
24	Kdei Karuna (KDK)	1						1
25	Komar Rikreay Association Center (KMR)	3	37	26	3	16		85
26	Korsang (KS)	1	42.5		14.5			58
27	Legal Support of Children and Women (LSCW)			0.5				0.5
28	Media for Education and Development in Action (Media One)				2			2
29	Men's Health Cambodia (MHC)	37	7.5					44.5
30	Mith Somlanh (MS)		1					1
31	M'Lup Russey Organization (MRO)	38						38
32	MoPoTsyo Patient Information Center (MoPoTsyo)	12		2.5				14.5
33	Operation Enfants du Cambodge (OEC)		1					1
34	Partners in Compassion (PC)		9.5		7			16.5
35	Phnom Neang Kangrei Association (PNKA)			4				4
36	Poor Family Development (PFD)	25			25.5			50.5
37	Prom Vihear Thor (PVT)	1	4.5		4			9.5
38	Trailblazer Cambodia Organization (TCO)	5		5	1			11
39	Village Support Group (VSG)			14				14

40	WaterSHED			9				9
41	Women Peace Makers (WPM)	31	27	2	2			62
Total		344	468	139	93.5	28	15	1087.5